

## THE GOVERNMENT'S MANDATE TO NHS ENGLAND AND REMIT TO NHS IMPROVEMENT IN 2018-19

NHS England is responsible for arranging the provision of health services in England. The mandate to NHS England sets out the government's objectives for NHS England, as well as its budget. In doing so, the mandate sets the direction for the NHS and helps to ensure the NHS is accountable to parliament and the public. Every year, the secretary of state must publish a mandate to ensure that NHS England's objectives remain up to date.

NHS Improvement is responsible for overseeing NHS foundation trusts, NHS trusts and independent providers and has statutory responsibility for trust financial control. Every year, the minister of state for health must publish NHS Improvement's remit.

The mandate for 2016-17 set out enduring objectives to 2020, and set NHS England's budget for five years. The **2018-19 mandate** and the **remit** published yesterday continue the approach set out in 2016-17, maintaining the direction set and defining annual deliverables for 2018-19 that will keep health services on track to meet those longer-term goals. Changes and clarifications have been made within some objectives to reflect developments since 2017-18. This briefing sets out the goals and deliverables for the NHS in 2018-19.

### Key deliverables for NHS trusts in 2018-19

Below we have highlighted the key deliverables that NHS trusts must meet in 2018-19. The full deliverables are outlined in a later section.

- Co-implement the agreed A&E recovery plan with NHS Improvement and deliver aggregate A&E performance in England above 90% in September 2018, with the majority of trusts meeting 95% in March 2019, and aggregate performance in England at 95% within the course of 2019.
- Reduce NHS-related delayed transfers of care in support of a total reduction of delayed transfers of care to around 4,000 daily delays by September 2018.
- Continue to roll out the seven-day services four priority clinical standards to five specialist services (major trauma, heart attack, paediatric intensive care, vascular and stroke); and the seven-day services four priority clinical standards in hospitals to 50% of the population.
- Achieve the 62-day cancer waiting times standard, and maintain performance against the other cancer waiting times standards.
- Deliver the 2018-19 Mental Health Five Year Forward View Implementation Plan recommendations.

### The government's mandate: NHS England's objectives

- 1 Through better commissioning, improve local and national health outcomes, and reduce health inequalities.
- 2 To help create the safest, highest quality health and care service.

- 3 To balance the NHS budget and improve efficiency and productivity.
- 4 To lead a step change in the NHS in preventing ill health and supporting people to live healthier lives.
- 5 To maintain and improve performance against core standards.
- 6 To improve out-of-hospital care.
- 7 To support research, innovation and growth and to support the Government's implementation of EU Exit in regards to health and care.

## NHS Improvement remit letter: NHS Improvement's objectives

- 1 **Balancing the NHS budget and improving efficiency and productivity**, ensuring that the NHS lives within its means and achieves the improvements needed for the NHS to be financial sustainable throughout this Parliament and beyond.
- 2 **The creation of the safest, highest quality health and care services**, ensuring that all patients receive the same high standards of care, seven days a week. NHS Improvement will have a key role in supporting the NHS to become the world's largest learning organisation, utilising all available sources continually to improve services and quality of care.
- 3 **Leadership and improvement capability**, ensuring NHS providers are able to recruit and retain high quality individuals and building NHS Improvement as a support organisation for NHS providers than can effectively drive the sharing of best practice and ensures providers are implementing methods of continuous improvement.
- 4 **Strategic change aligned with the Five Year Forward View**, ensuring greater integration across the provider sector, including working with communities to develop new models of care that are tailored to meet local needs, and effective proportionate access to urgent care 24 hours a day, seven days a week.
- 5 **Maintain and improve operational performance** ensuring the NHS has the capacity and capability to continue to perform well during this Parliament and is able to deal with any rises in demand such as over the winter months.

## NHS England's budget

NHS England's indicative revenue and capital budgets for each year of the Parliament were first set out in the mandate for 2016-17. Details of NHS England's revenue and capital budgets for 2018-19 and the indicative budgets for the remaining years of this Parliament are set out in the table below.

	2016-17 (Revised)	2017-18 (Revised)	2018-19	2019-20 (Indicative budget)	2020-21 (Indicative budget)
<b>Total revenue budget (£m)</b>	<b>106,528</b>	<b>110,002</b>	<b>114,269</b>	<b>116,082</b>	<b>119,271</b>
<b>Capital budget (£m)</b>	<b>260</b>	<b>247</b>	<b>256</b>	<b>305</b>	<b>305</b>

A further breakdown of these figures is provided in the [financial directions](#).

NHS England will work with NHS Improvement to ensure overall financial balance in the NHS. To support this, £2.45bn of NHS England's budget for 2018-19 will be allocated through the Provider Sustainability Fund to support providers, receipt of which is subject to trusts meeting their control totals and improved A&E performance goals. A

new £400m Commissioner Sustainability Fund will also be created to support commissioners to achieve financial balance. There will be specific arrangements for ICSs, aligned to their system control totals.

## Mandate goals and deliverables for NHS England and NHS Improvement

The table below shows NHS England’s objectives with an overall measurable goal for this Parliament and key deliverables for 2018-19. NHS England and NHS Improvement share many of the same deliverables; where there are NHS Improvement-specific deliverables these are also shown.

Objective 1: Through better commissioning, improve local and national health outcomes, particularly by addressing poor outcomes and inequalities	
1.1 CCG and STP performance	<p><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Improve proportion CCGs rated ‘good’ or ‘outstanding’ against the CCG Improvement and Assessment Framework</li> <li>• Working with NHS Improvement, support delivery of agreed plans within each STP area</li> </ul>
	<p><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Improve proportion CCGs rated ‘good’ or ‘outstanding’ against the CCG Improvement and Assessment Framework</li> <li>• By July 2018, publish the results of the CCG improvement and assessment framework for 2017-18</li> <li>• With NHS Improvement, ensure commissioners and providers deliver their 2018-19 operational plans, which will deliver year two of locally agreed STPs</li> </ul>
Objective 2: To help create the safest, highest quality health and care service	
2.1 Improving service quality and achieving seven-day services	<p><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Roll out of 7-day services in hospital to 100% of the population (four priority clinical standards in all relevant specialities, with progress also made on the other six standards)</li> <li>• With NHS Improvement, support providers to publish a Board level service quality improvement plan</li> <li>• Support NHS Improvement to significantly increase the number of trusts rated ‘good’ or ‘outstanding’ and reduce the length of time trusts remain in special measures</li> <li>• Work with DHSC and partners to reduce the 2010 rate of stillbirths, neonatal deaths, maternal deaths and brain injuries in babies that occur during or soon after birth by 20% by 2020</li> <li>• Support the NHS to be well-led and demonstrate open, learning cultures</li> <li>• Improve antimicrobial prescribing, resistance rates and healthcare associated infection rates to support the Government to meet its ambition to halve inappropriate prescribing of antibiotics by 2020</li> </ul> <p><b>NHS Improvement will also:</b></p> <ul style="list-style-type: none"> <li>• Implement Dame Fiona Caldicott’s data security standards to improve cyber security preparedness and resilience</li> <li>• Have completed the five-year Patient Safety Collaborative programme and support the Q initiative to support and grow a community of improvers</li> <li>• Support trusts to implement the ‘Learning, candour and accountability’ recommendation in CQC’s Learning from Deaths programme</li> <li>• Implement the national Very Senior Manager (VSM) pay framework</li> <li>• Implement approved arrangements to provide system oversight of any performance related pay to ensure awards are seen to be fair across all NHS providers</li> </ul>
	<p><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Support the NHS to be well-led and demonstrate open, learning cultures</li> <li>• Continue to roll out the seven-day services four priority clinical standards to five specialist services (major trauma, heart attack, paediatric intensive care, vascular and stroke); and the seven-day services</li> </ul>

	<p>four priority clinical standards in hospitals to 50% of the population.</p> <ul style="list-style-type: none"> <li>• Work with NHS Improvement to ensure that providers improve transparency and public engagement in developing their service quality improvement plan</li> <li>• Continue implementation of the Maternity Transformation Programme</li> <li>• Deliver Leadership Development and Improvement framework actions agreed for 2018-19</li> <li>• Support the Government’s ambitions on antimicrobial resistance by taking action to improve prescribing , surveillance and diagnostic testing, and reduce E.Coli blood stream infections</li> <li>• Work with partners to ensure NHS services play their part in the Government’s Prevent programme</li> </ul> <p><b>NHS Improvement will also:</b></p> <ul style="list-style-type: none"> <li>• Support trusts in improving recruitment, retention and motivation of staff, including the effective implementation of the junior doctors contract</li> <li>• With CQC, embed the ‘well-led’ framework</li> <li>• Support the ongoing development of workforce strategy</li> <li>• Support DHSC in developing and implementing policy on NHS executive pay</li> <li>• Support HEE, professional regulators and royal colleges to increase training opportunities and focus on the development of clinical leaders</li> </ul>
<p><b>2.2 Patient experience</b></p>	<p style="text-align: center;"><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• With NHS Improvement, improve percentage of NHS staff who report that patient and service user feedback is used to make informed improvement decisions</li> <li>• Ensure patients and carers are involved in defining, assessing and improving quality of NHS services</li> <li>• 50,000-100,000 people to have a personal health budget or integrated personal budget</li> <li>• Improve patient choice, including in maternity, end-of-life care, elective care and for people with long-term condition</li> </ul> <p style="text-align: center;"><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Implement findings from phase 2 of the Maternity Experience Challenge Fund</li> <li>• Develop and adopt co-production improvement methodologies</li> <li>• Continue to ensure complaints, whistleblowing and other feedback are used to drive up quality and improve patient safety in primary care and specialised commissioning</li> <li>• Continue to make measurable progress to embed Personal Health Budgets</li> <li>• Increase the percentage of people identified as likely to be in their last year of life so that care can be improved and personalised to their needs and preferences</li> </ul>
<p><b>2.3 Cancer</b></p>	<p style="text-align: center;"><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Deliver recommendations of the Independent Cancer Taskforce</li> </ul> <p style="text-align: center;"><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Deliver milestones agreed for 2018-19, building on Achieving World-Class Cancer Outcomes: Taking the strategy forward</li> <li>• Achieve the 62-day cancer waiting times standard and maintain performance against the other standards</li> <li>• Improve the proportion of cancers diagnosed at stages 1 and 2 over the previous year</li> <li>• Pilot an approach to measuring long-term quality of life for people living with and beyond cancer and agree an implementation plan to begin data collection in 2018-19</li> <li>• Invest up to £340m in providing cancer treatments through the Cancer Drugs Fund</li> </ul>

**Objective 3: Balance the NHS budget and improve efficiency and productivity**

<p><b>3.1 Balancing the NHS budget</b></p>	<p style="text-align: center;"><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Work with NHS Improvement to ensure overall financial balance in the NHS and the necessary efficiency and productivity improvements</li> <li>• Ensure that commissioners discharge their duties in a way which enables commissioners and providers to live within their control totals, as individual organisations, across STP footprints, and in aggregate</li> </ul>
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- With DH and NHS Improvement, achieve 2-3% year on year improvements in efficiency and productivity
- Work with NHS Improvement to determine pricing arrangements that are affordable for commissioners, allow providers to meet their financial duties and are consistent with FYFW
- With NHS Improvement, support the Government's goal to raise £2bn and free space for 26,000 new homes by 2020 from releasing surplus NHS land

**NHS Improvement will also:**

- Support the CQC to roll out the new Use of Resources ratings and combined ratings for non-specialist acute trusts
- Continue to improve collection and use of patient-level cost data to support trusts and local health systems to improve value and reduce unwarranted variation

**2018-19 deliverables:**

- Work with NHS Improvement to ensure overall financial balance in the NHS
- Ensure aggregate spending by NHS England and CCGs does not exceed mandate funding for 2018-19
- With NHS Improvement, before the end of the 2018-19 contracting round, provide formal assurance to Department of Health and Social Care (DHSC) that operational plans deliver mandate objectives and are based on credible planning assumptions
- Ensure CCGs better manage demand in acute services through implementation of programmes including New Care Models, Right Care and Self Care
- Improve primary care productivity
- Ensure commissioning aims support delivery of provider productivity, including working with NHS Improvement in securing Carter efficiency savings and reducing spend on agency staff
- Support DHSC to take forward the Government's commitment for the NHS to recover income from overseas chargeable patients, working with NHS Improvement
- Working with NHS Improvement to ensure that every STP makes progress with develop a strategic estates plan

**NHS Improvement will also:**

- Deliver a balanced income and expenditure position for the NHS provider sector including by:
  - Setting financial control totals for individual trusts
  - Agreeing a set of risk assessed plans for individual trusts, including trajectories for pay and non-pay expenditure that reflect share plans at the level of STPs
  - Undertaking targeting interventions, including financial special measures, for trusts that are at risk of not meeting control totals
  - Providing regular progress updates for governance requirements and reporting on the financial position of the sector
- Supporting trusts to reduce spending on temporary staffing, including reducing agency spend by a further £200 million

**Objective 4: To lead a step change in the NHS in preventing ill health and supporting people to live healthier lives**

**4.1 Obesity, diabetes and prevention**

**Overall 2020 goals:**

- Measurable reduction in child obesity as part of the Government's childhood obesity plan
- 100,000 people supported to reduce risk of diabetes through NHS Diabetes Prevention Programme
- Reduce variation in the care for people with diabetes, including improving the achievement of the NICE recommended treatment targets whilst driving down variation between CCGs
- With Public Health England, contribute to the reduction of preventable illness and associated hospital admissions through the implementation of preventative interventions in the NHS

**2018-19 deliverables:**

- Deliver NHS England's contribution to the Government's childhood obesity plan in 2018-19
- At least 60,000 people referred to the Diabetes Prevention Programme
- Fund and deliver with Public Health England a programme from April 2017 to March 2019 to support the implementation of identified preventative interventions at scale by the NHS

<b>4.2 Dementia</b>	<b>Overall 2020 goals:</b>
	<ul style="list-style-type: none"> <li>Deliver the Challenge on Dementia 2020 Implementation Plan</li> </ul>
	<b>2018-19 deliverables:</b>
	<ul style="list-style-type: none"> <li>Maintain a minimum of two thirds diagnosis rates for people with dementia</li> <li>Implement and embed the dementia pathway and improve the quality of post-diagnosis treatment and support</li> </ul>

**Objective 5: To maintain and improve performance against core patient access standards.**

<b>5.1 A&amp;E, Ambulances and Referral to Treatment (RTT)</b>	<b>Overall 2020 goals:</b>
	<ul style="list-style-type: none"> <li>95% of people attending A&amp;E seen within four hours</li> <li>24/7 integrated urgent care service implemented in each footprint</li> <li>Meet ambulance response time standards for the most urgent calls and the A&amp;E standard.</li> <li>At least 92% of patients on incomplete non-emergency pathways to have been waiting no more than 18 weeks from referral; no-one waits more than 52 weeks from referral; and less than 1% of patients waiting for a diagnostic test to wait more than 6 weeks from referral</li> <li>Ensure the NHS plays its part in reducing delayed transfers of care by developing new incentives</li> </ul>
	<b>2018-19 deliverables:</b>
	<ul style="list-style-type: none"> <li>Co-implement the agreed A&amp;E recovery plan with NHS Improvement and deliver aggregate A&amp;E performance in England above 90% in September 2018, with the majority of trusts meeting 95% in March 2019, and aggregate performance in England at 95% within the course of 2019</li> <li>Implement 2018-19 actions for staged rollout of integrated urgent care to 2020</li> <li>With NHS Improvement, meet agreed standards on A&amp;E, ambulances, diagnostics and RTT</li> <li>Test new ambulance service performance metrics which reflect the clinical needs and outcomes for patients contacting 999 in England</li> <li>Working with NHS Improvement and local government partners, reduce NHS-related delayed transfers of care in support of a total reduction of delayed transfers of care to around 4,000 daily delays by September 2018, continue this performance for the remainder of 2018-19 and set out plans for a more ambitious goal for 2019-20</li> <li>Develop and implement plans to moderate avoidable growth in demand for elective services, including through sharing benchmarking data with CCGs</li> </ul>

**Objective 6: To improve out-of-hospital care**

<b>6.1 New models of care and General Practice</b>	<b>Overall 2020 goals:</b>
	<ul style="list-style-type: none"> <li>Implement the General Practice Forward View</li> <li>Reduce age standardised emergency admission rates and inpatient bed-day rates; more significant reductions through the New Care Model programme covering at least 50% of the population</li> </ul>
	<b>2018-19 deliverables:</b>
	<ul style="list-style-type: none"> <li>Deliver 2018-19 core requirements for access to enhanced GP services, including evening and weekend access, to a total of 100% of the population</li> <li>Support NHS Digital and DHSC to provide practices with clinical data by named GP</li> <li>Achieve 20% coverage of the population by the New Care Model programme and 20% coverage by ICSSs</li> <li>Assess vanguard progress and identify consistent models that can be replicated across the country</li> </ul>
<b>6.2 Health and social care integration</b>	<b>Overall 2020 goals:</b>
	<ul style="list-style-type: none"> <li>Achieve better integration of health and social care in every area of the country, with significant improvements in performance against relevant indicators within the CCG improvement and assessment framework, including new models of care</li> </ul> <p><b>NHS Improvement will also:</b></p> <ul style="list-style-type: none"> <li>Support providers in enhancing their contribution to preventing ill health amongst patients and staff</li> </ul>

	<p style="text-align: center;"><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Implement the Better Care Fund in line with 2017-19 Integration and Better Care Fund Policy Framework, including             <ul style="list-style-type: none"> <li>○ Ringfencing £3.5bn within its allocation to CCGs to implement the Better Care Fund in 2018-19</li> <li>○ Ensure the amount spent on Better Care Fund schemes is maintained in line with inflation in every area</li> <li>○ Consult the DHSC and Ministry for Housing, Communities and Local Government before approving Better Care Fund plans and before exercising powers in relation to failure to meet specified Better Care Fund conditions</li> </ul> </li> <li>• Accelerate implementation of health and social care integration</li> <li>• Work with DHSC, other national partners and local areas to agree and support implementation of those local devolution deals which include health proposals</li> <li>• With DHSC, increase proportion of NHS Continuing Healthcare assessments outside of an acute setting</li> <li>• Collaborate with local authorities to support the sustainability of social care, including on programmes such as New Care Models, Urgent Care and Right Care</li> </ul> <p><b>NHS Improvement will also:</b></p> <ul style="list-style-type: none"> <li>• Continue to support the development of foundation groups/hospital chains</li> <li>• Work with NHS England to identify more systematically the future approach to joint working and collaboration across the two organisations in support of local health systems</li> </ul>
<p><b>6.3 Mental health, learning disabilities and autism</b></p>	<p style="text-align: center;"><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Implement the Mental Health Five Year Forward View recommendations and ensure 1 million more people with mental health problems are accessing high quality care</li> <li>• At least 70,000 more children and young people to access evidence based treatment</li> </ul> <p style="text-align: center;"><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• Deliver the 2018-19 Mental Health Five Year Forward View Implementation Plan recommendations.</li> <li>• Work with system partners to deliver the Mental Health Five Year Data Plan, the Mental Health Workforce Strategy, the Future in Mind recommendations, and support commitments to improving mental health for children and young people, offenders and people in secure settings</li> <li>• Embed access and waiting time standards for mental health services for Early Intervention in Psychosis, Improving Access to Psychological Therapies and eating disorders</li> <li>• Implement the improvement programme for crisis and acute mental health care</li> <li>• Work with DHSC and NHS Digital to ensure robust data on acute out of area placements is collected and reporting is embedded, and deliver year-on-year reductions to eliminate inappropriate acute out of area placements by 2020-21</li> <li>• Reduce reliance on inpatient care for children, young people and adults with a learning disability and/or autism who display behaviour that challenges to achieve a bed reduction of 35-50% by March 2019</li> </ul>

**Objective 7: To support research, innovation and growth**

<p><b>7.1 Research and growth</b></p>	<p style="text-align: center;"><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>• Support DHSC and Health Research Authority to improve UK's international ranking for health research</li> <li>• Implement research initiatives in the NHS England research plan</li> <li>• Improve NHS uptake of innovations prioritised by the Accelerated Access Partnership</li> <li>• Work with Genomics England to embed genomic medicine and application of genomic technologies into NHS care, building upon the 100,000 Genomes Project and the UK Strategy for Rare Diseases</li> </ul> <p style="text-align: center;"><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>• With partners, progress implementation of new proposals for Excess Treatment Costs</li> <li>• Promote participation by NHS organisations and patients in research funded both by commercial and non-commercial organisations</li> <li>• Improve NHS commissioner input into identifying research needs in the NHS</li> <li>• Implementation commitments set out in response to the Accelerated Access Review</li> </ul>
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	<ul style="list-style-type: none"> <li>Develop, jointly with Genomics England, approach to embed genomics into routine care</li> </ul>
<b>7.2 Technology</b>	<p><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>Support delivery of the National Information Board Framework on Personalised Health and Care 2020</li> <li>95% of GP patients to be offered e-consultation and other digital services</li> <li>Ensure all clinical correspondence and transfers of care are shared electronically and the opening up of systems to enable sharing of care records</li> </ul>
	<p><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>Robust data security standards in place and enforced, implementing the recommendations on data security set out in the 2016 National Data Guardian for Health and Care review</li> <li>Ensure availability of high quality appointment booking app, implementing new national opt out model</li> <li>Each GP practice to have a minimum of 10% of patients accessing primary care services online or through apps with a 20% increase in overall number of patients accessing primary services online or through apps</li> <li>Measurable progress towards achieving 100% of GP to first outpatient referrals through NHS e-RS by October 2018</li> </ul>
<b>7.3 Health and work</b>	<p><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>Contribute to reducing the disability employment gap</li> <li>Contribute to the Government's goal to increase integrated working between health services and work-related interventions, including through increasing the use of Fit for Work</li> </ul>
	<p><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>Implement health-led employment trials from spring 2017, which will run for between 2 to 3 years</li> <li>With the Work and Health Unit and NHS Digital, support an increase in referrals by GPs to occupational health support, including Fit for Work</li> </ul>
<b>7.4 EU Exit</b>	<p><b>Overall 2020 goals:</b></p> <ul style="list-style-type: none"> <li>With the Department of Health and Social Care and its other Arm's Length Bodies, help support local areas to implement the outcome of negotiations with the European Union to help ensure that services continue to operate effectively</li> </ul>
	<p><b>2018-19 deliverables:</b></p> <ul style="list-style-type: none"> <li>With NHS Improvement, ensure that commissioners' and providers' 2019-20 planning includes relevant plans to manage any changes post-EU exit</li> </ul>

Contact: Ella Jackson, Policy Advisor (Regulation) [ella.jackson@nhsproviders.org](mailto:ella.jackson@nhsproviders.org)