# [Sustainability and transformation partnerships in London – The King’s Fund](https://www.kingsfund.org.uk/sites/default/files/2018-10/London%20STPs%20independent%20review%20October%202018.pdf)

* It’s expected that sustainability and transformation plans (STPs) will continue to play an increasingly prominent role in planning services and managing resources around places and populations
* London’s health-and-care system differs from other places because of its size, diverse population and the presence of major hospitals with national and international roles
* ‘Place-based working in London needs to reflect these differences as well as the organisational complexity of the NHS and the contribution of local authorities
* Many of the ambitions set out in London’s STP are being delivered at the level of neighbourhoods and boroughs, and across boroughs
* STPs have a role in tackling issues that lend themselves to action across bigger geographical footprints e.g. the configuration of acute and specialised services
* London is experiencing rapid demographic growth, workforce shortages and severely constrained NHS and local-authority funding creating a challenging environment for STPs to operate in
* STPs in London have spent most of the past year overcoming teething troubles; focusing mainly on the internal workings of the partnerships, building external relationships and addressing gaps in staff and public engagement
* Local government involvement is variable, and, in a small number of places non-existent
* The bed-modelling and financial positions that were set out in the original plans no longer form the basis of the work being done in London. The plans are now deemed to have been unrealistic due to rising demand for care and anticipated population growth
* STPs have helped to facilitate service changes in London in individual boroughs or across boroughs
* STPs need to build on these changes and demonstrate how they can make an impact on a larger scale. They also need to communicate more effectively the contribution they are making
* Teaching hospitals need to be engaged more effectively in the work of STPs
* The Mayor of London has a major role in working with the NHS, London councils and other bodies like Public Health England, building on the foundations the STPs have laid
* A review is needed of how different bodies can best work together to improve health and care. The review should clarify how the London Health Board, and Strategic Partnership Board can work with the new London region being established by NHS England and NHS Improvement and with STPs
* Work is needed to establish how the resources of the Healthy London Partnership, Public Health England, Health Education England, Academic Health Science Networks and other bodies can be more closely aligned with the work of STPs
* The London-wide reviews led by Lord Darzi in 2007 and 2014 should be revisited and refreshed to address concerns that there is a growing strategic vacuum in London resulting from the abolition of the strategic health authority in 2013 and fragmentation in London-wide leadership of the NHS