

Health and Wellbeing Board

Monday 26 March 2018

10.00 am

Ground Floor Meeting Room G02C - 160 Tooley Street, London
SE1 2QH

Supplemental Agenda No.1

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Contact

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Date: 22 March 2018

Item No. 8.	Classification: Open	Date: 26 March 2018	Meeting Name: Health and Wellbeing Board
Report title:		Placed Based Approaches to Health and Wellbeing	
Ward(s) or groups affected:		All wards and groups	
From:		Ross Graves, Managing Director, NHS Southwark CCG	

RECOMMENDATIONS

That the Health and Wellbeing Board

1. Note the partnership work with local people in Walworth which culminates in a specific development concept along the Walworth Road.
2. Endorse the general partnership approach which links CCG plans with the wider social regeneration agenda of the Council.
3. Nominate relevant leads to work with the CCG to establish the process to link the CCG's estates strategy refresh with the ongoing work on social regeneration.

BACKGROUND INFORMATION

4. This paper follows on from the paper to the July 2017 Health and Wellbeing Board on the CCG's local estates strategy.
5. The objectives of the CCG's estates plan include the development of 'Community Health Hubs' providing primary care services for the local population and a wider range of community-based health services for a larger population.
6. Following the HWB discussion in July 2017, the CCG has thought further about how our estate plans could be part of a wider social regeneration programme which supports the development of healthy and happy communities in Southwark.
7. There are a number of pressing reasons to take forward a partnership approach to shared community infrastructure: a shared commitment on borough health & wellbeing; the CCG commencing a refresh of its estates plan; and the potential to take forward a number of time-limited opportunities and convert these into specific approved projects.
8. The CCG is proposing to broaden this piece of partnership work into something more comprehensive and systematic, which for each locality in Southwark would: describe the range of facilities that we expect to need; identify practical opportunities for estates development; and establish a way of taking this work forward as a partnership.

KEY ISSUES FOR CONSIDERATION

Discussion points

9. In reviewing this report the Health and Wellbeing Board are asked to consider the following issues:
- The three recommendations set out above.
 - An approach to enable and support the integration of the CCG's estates work with that of the Council's work on social regeneration in the context of a 'whole council' approach to health and wellbeing.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Placed Based Approaches to Health and Wellbeing: An Update to the Health and Wellbeing Board

AUDIT TRAIL

Lead Officer	Ross Graves, Managing Director, NHS Southwark CCG		
Report Author	Mark Kewley, Director of Transformation; Rebecca Scott, Programme Director.		
Version	Final		
Dated	21 March 2018		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Director of Law and Democracy		No	
Strategic Director of Finance and Governance		No	
Cabinet Member		No	
Date final report sent to Constitutional Team			21 March 2018

APPENDIX 1

Placed Based Approaches to Health and Wellbeing: An Update to the Health and Wellbeing Board

In July officers brought a paper to the Health and Wellbeing Board (HWB) which outlined NHS Southwark's local estates strategy. This is a plan that seeks to respond to the significant population increases resulting from the regeneration programme across the north and centre of the borough, the health and wellbeing needs of the population, and the changing ways that health services will be delivered in the future.

The objectives of the plan include the development of general practice facilities as well as the development of three 'Community Health Hubs'. These hubs would provide both primary care services for the local population and a wider range of community-based health services for a larger population.

In the north of the borough we have identified the Elephant and Castle area and the SE end of the Old Kent Road as the places where the population increase is greatest and transport links are best, and where therefore there is a logic to locating the two northern community health hubs. We also plan to deliver two 'community health support hubs' – the emerging plans for a new Aylesbury Health Centre and a similar proposal for Canada Water. In the south the new Dulwich Health Centre development will form the third community health hub, with an expanded Lister Health Centre as the support hub.

The discussion at the HWB in July 2017 led us to reflect on our approach, and to look much more closely at the wider health and wellbeing agenda, to see how our estate plans can be part of a wider social regeneration programme which supports the development of healthy and happy communities. This comes at an opportune moment, taking into account three main factors:

1. The CCG and Council have made strong expressions of commitment about a much more developed partnership approach to furthering the health and wellbeing agenda in the borough; and this offers a practical opportunity to make decisions together about the use of important s106 investment in our shared community infrastructure
2. Along with other CCGs across London, Southwark CCG is being asked to refresh our estates strategy anyway, which allows us to work closely with Council colleagues and communities themselves to define the facilities we need in a locality (of which community health hubs are one example)
3. This is particularly important because many of the opportunities we've explored for our general concept of a 'Community Health Hub' have not converted into specific approved projects, yet the pressure from population growth is now beginning to materialise, and there are several time-sensitive

opportunities that we need to consider together (particularly in the north-west of the borough). To that end we have been working closely with the public health team and looking at a specific opportunity to explore how this might be taken forward. Members will be familiar with the work of Pembroke House, in Walworth, and they have been undertaking an exciting piece of qualitative research looking at social regeneration in that area. Building on that work the CCG has been working closely with partners to develop an expression of interest in the development of the Walworth Town Hall building. The proposal would create clinical facilities in the old Walworth Clinic building with some non-clinical space and group room space acting as an anchor tenant in the Town Hall development alongside a range of community, arts and cultural uses.

We need to broaden this specific piece of partnership work into something more comprehensive and systematic; and we would look to do this with Council colleagues with an intention to:

1. Describe the range of facilities that we expect to need in each locality in Southwark (beginning in those identified opportunity areas). This goes beyond specifying a community health hub and will be more like a taxonomy of estates types, including single GP surgeries, larger/co-located GPs as well as integrated health and wellbeing services.
2. Identify practical opportunities for estates development within each locality, taking a view across the types/taxonomy of estates that we will need, the credible development opportunities that are available, and the capital funding that needs to be mobilised to bring any/all of those into being.
3. We now want to work with Council colleagues to detail how best to approach this work together, so that we animate the concept of social regeneration and get the benefit of integrating the CCG's work with a 'whole council' approach to health and wellbeing.

APPENDIX 1



CCG/Council Integrated Planning and Delivery Group (IPDG) – Terms of Reference

1. Context

Southwark Council and Clinical Commissioning Group (CCG) are committed to improving the health and wellbeing of residents in Southwark. Across Southwark there is a strong commitment to improving the health and wellbeing of Southwark residents. Outcomes are generally good. However, the ambition is for the very best outcomes for all Southwark residents, directly tackling health inequalities and ensuring that we use our collective resources to best effect. Moreover, there can be further improvements if we work together and use our resources to deliver the best outcomes for residents.

To address this, the Council and CCG set out in 2016, a “Southwark Five Year Forward View” for health and social care. This sets out a clear framework for improving the everyday experience and life outcomes of Southwark residents, in particular focusing on doing things differently; addressing complex and longstanding issues; and putting in place plans that will support change to happen so local people receive more co-ordinated care and experience better outcomes. The Forward View (and Southwark Council Plan) is therefore the starting point for all organisational strategy, planning and work across health and social care. It exemplifies our ambition to have a system that goes beyond a simple focus on maintaining current arrangements and instead seeks to create a much stronger emphasis on prevention and early action as well as deeper integration across health and social care.

2. Purpose and objectives

The purpose of the CCG/Council integrated planning and delivery group (IPDG) is to **provide the leadership oversight across the two organisations** so that we use the next twelve months to ensure that, by 2018/19 we can align and bring together the commissioning of health and care, in line with the strategic parameters set out in the Southwark Five Year Forward View and Council Plan for a Fairer Future.

The priority focus and key test of success will be **the extent to which, through change, better outcomes for local residents are being achieved.**

The primary objective is to assure ourselves that both organisations have maximised our biggest, most important and most immediate opportunities to align our commissioning activities (including but not limited to the Better Care Fund) by:

- delivering on the financial challenge both organisations face in 2017-18 (complementing, not duplicating, the budget recovery board in the Council and the associated budget monitoring boards in the CCG);
- progressing the integration between the Council and CCG, and deliver on plans that achieve alignment of resources to support a whole-system approach to a high quality public health and care system in Southwark that is financially sustainable for 2018/19 and into future years. This will require agreement to be reached across both organisations in relation to:
 - establishing a shared grouping / segmentation of our population
 - establishing the scope of budgets to include within each population segment, and identifying one or two defined segments to prioritise for more integrated working

- establishing any governance arrangements to oversee the alignment and pooling of the budgets

We will achieve these objectives by:

- promoting a leadership culture for system wide transformation across health and social care;
- achieving efficient and effective governance in planning and delivery across health and social care, making the best use of existing arrangements to facilitate change;
- promoting (and build on) our local good and best practice and act as leadership ambassadors for what works locally in Southwark and where this is having a demonstrable and positive impact on individual life outcomes;
- investigating areas of good or better practice and learning from what works;
- maintaining oversight and receiving updates on the delivery of relevant 2017-18 savings and activity, and exploring and resolving issues where difference in approach emerges that might impede effective progress;
- developing our existing shared capacity, with a view to building more substantial partnership commissioning arrangements from 2018/19, and
- over the medium term, seeking to integrate system wide health and care provision including integration with the wider voluntary and community sector (VCS)

3. Principles for delivery

The principles for delivery are the values that will govern how the group and group members will operate to achieve the objectives set out above. These are intended to guide group business and operation and include:

- Retaining a strategic focus and not getting into the 'day to day business' ensuring instead that appropriate conversations and actions are happening to facilitate better alignment across our respective organisations;
- Using common language so that policy intention, challenges and constraints are mutually understood;
- Clear understanding of decision making so that we make the most of governance mechanism that work well;
- Always seeking first the areas of common opportunity, where integration drives better outcomes for residents;
- Being open and honest where there are genuine resource restrictions/pressures
- Aligning how we best communicate with external partners so messages are synchronised

4. Out of scope

The purpose of this group is to provide strategic oversight and, in the context of the Southwark Five Year Forward View, create a space in which partners explore changes required to deliver transformation in health and social care for residents. It is not a decision making vehicle, nor in any ways duplicating or subsuming existing governance arrangements across the Council or CCG. More explicitly the following is therefore not in the scope of this group:

- Financial and service management and/or oversight of any financial controls attached to service delivery (e.g. closure of accounts, financial processing or otherwise) relating to 2016-17 or future years
- Any review/implementation of audits, inspections or other such investigatory analysis currently in place or planned across health and social care provision

5. Membership (and chairing arrangements)

The CCG/Council IPDG will be jointly chaired by:

- Richard Gibbs, Vice Chair, Southwark CCG Vice Chair
- Cllr Richard Livingstone, Cabinet Member for Adult Care and Financial Inclusion, Southwark Council

Group members (in alphabetical order by surname) will be:

- Andrew Bland (Chief Executive, CCG)
- Kevin Fenton (Director of Health and Wellbeing, Council)
- Caroline Gilmartin (Director of Integrated Commissioning, CCG)
- Genette Laws (Director of Commissioning, Council)
- Alasdair Smith (Director of Children and Families, Council)
- Jay Stickland (Director of Adult Social Care, Council)

In addition, full time members will include Stephen Gaskell, Head of Chief Exec's Office (Council) and Mark Kewley, Director of Transformation (CCG) who will support and manage the programme of activity agreed by the group.

6. Governance

The CCG/Council senior leadership group agreed that there needed to be a working group to undertake the objectives (as set out in section 2) and any associated programme of work to deliver those objectives. The IDPG will therefore feed the outcomes of its work into the senior leadership group. In doing so, the IPDG will need to be mindful of maintaining appropriate update on its work to key existing decision making bodies, namely Southwark Council Cabinet, CCG Council of Governors and Health and Well-being Board. Maintaining and appropriate line of sight into Council scrutiny and the statutory health scrutiny function should also be considered.

7. Frequency

The group will schedule to meet once every month.

8. Timescale / review

The intended objective is that by 2018-19 there is fuller alignment and bringing together of the commissioning of health and care, in line with the strategic parameters set out in the Southwark Five Year Forward View and Council Plan for a Fairer Future. It is expected that this group would conclude its work by no later than March 2018.

Supporting objectives will be reviewed on an ongoing basis to ensure continued fitness for purpose/relevance. In line with this, group membership will also be kept under review. Should further changes be required as new and different issues emerge through the work of the group, then the terms of reference will be updated accordingly.

Item No. 12.	Classification: Open	Date: 26 March 2018	Meeting Name: Health and Wellbeing Board
Report title:		Voluntary and Community Sector Strategy Progress Report and Action Plan 2017/18	
Ward(s) or groups affected:		All	
From:		Director of Communities Strategic Director of Children's and Adults Services	

RECOMMENDATION

1. That the Health and Wellbeing Board notes progress of the implementation of the Southwark Voluntary and Community Sector (VCS) Strategy and the Strategy Action Plan for 2017/18 Appendix 1.

BACKGROUND INFORMATION

2. The historic vitality, diversity and richness of the voluntary and community sector is recognised as an invaluable resource within Southwark. It provides services for residents to improve their wellbeing and for communities to be healthier, safer, more engaged, greener and more vibrant.
3. The VCS strategy *Common Purpose, Common Cause* starts by celebrating this strong presence and sets out a dynamic cross sector approach for positive change that makes the most of the opportunities presented by a changing borough. The vision is:

"To support a sustainable, confident and resourceful voluntary and community sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents."

4. The key objectives are:
 - Improving outcomes for residents that reduces and prevents future demand on high cost, high demand services
 - Sustaining and building strong, cohesive communities where no one group or community is left behind
5. The VCS strategy sets out a bold and transformative vision that is predicated on all sectors working together to improve collaboration and co-production in order to deliver shared outcomes that will have demonstrable impact on residents and communities in Southwark.
6. This five year strategy sets the links and contribution to the Fairer Future promises and Southwark Five Year Forward View where there are synergies with the work of the VCS. The shared unity of purpose about the challenges to be addressed provides the basis for the collaborative approach to the partnership activities contained in the Strategy Action Plan 17-18.

KEY ISSUES FOR CONSIDERATION

7. The Action Plan 17-18 sets out priorities for action. It sets out responsibility for strategic leadership and what has been done to date.
8. The four key priorities are:
 - Better partnership working to improve outcomes for residents
 - Improved commissioning and grant-giving to focus on outcomes
 - Making better use of community assets to revitalise communities
 - Communities that are connected and more resourceful

The priorities are inter-dependent and the success of strategy relies on cross-sector progress being made in each priority area for it to be transformational and system changing.

Better partnership working

9. Improving partnership and collaborative working in VCS is progressing, most notably the ongoing work around service reconfiguration for older people and disabilities hubs to provide information and advice services for these groups.
10. Under the developing better partnerships priority there is a focus on improving links with the corporate sector. Southwark Giving – a place based giving scheme designed to unlock time, talent and resource from the business sector – has secured five corporate founding funders and is currently developing priorities and approaches to maximise investment in community led initiatives.
11. Other work under this priority over the next 12 months will be to develop core principles that outline and quantify expected standards for working together, early engagement, co-design and collaboration. There will also be a focus on opening up access to data across agencies by sharing aggregated, anonymized data.

Improved commissioning and grant giving to focus on outcomes

12. Progress has been achieved through changes to how commissioning is carried out. A cross-sector commissioning task group has identified what needs to be fixed and come up with solutions to the issues.
13. The new resources which build upon existing good practice are:
 - The Southwark Common Outcomes Framework (SCOF)
 - A VCS Commissioning Forward Plan 2017-2022 which lists the totality of currently commissioned services both statutory and discretionary, how they are commissioned and when they end
 - A screening checklist for VCS commissioning.
14. The changes to how commissioning is coordinated, with all council departments working together with the CCG and VCS as strategic partners, is intended to deliver better outcomes for residents. The Southwark Common Outcomes Framework is a single commissioning plan for the council. It provides a shared understanding of agreed common outcomes and improves our ability to deliver them. The Commissioning Forward Plan has been welcomed by the VCS as a

useful tool to facilitate planning for future commissioning opportunities.

15. The SCOF has been developed to align with existing council, CCG and VCS plans. The Social Regeneration Framework that is being developed by Public Health has also adopted the framework headings listed below.
 - Safer communities
 - Healthier communities
 - Engaged communities
 - Greener communities
 - Vibrant communities
16. Cross council commissioners next priorities are to embed this more coordinated commissioning approach. This will include:
 - Identifying areas of service commissioning (Information Advice and Guidance is the first one) where starting with a totally new approach may result in improved services and better value for money
 - Identifying areas of duplication
 - Improving sharing of data on indicators and outcomes across all partners
 - Planning a partnership conference on the framework outcomes to celebrate achievements and identify challenges
 - Use intelligence gathered to seek additional external investment and innovative ways to address challenges
17. As a result of these changes a number of commissioning programmes have moved from discreet departmental areas e.g. Community Safety grants moving to Communities Division. In other areas e.g. Youth Services, major service redesign linked to budget reductions have meant that a new approach is needed for future commissioning.
18. To make data more accessible and improve funding co-ordination the council has published our grants data for 2016-17 on 360 Giving. <http://www.threesixtygiving.org/>. 360 Giving is an open data platform for funders to publicly share their grants data in a local authority area and to build an overview of placed based funding. Southwark is the second local authority in London to publish its data on this platform.
19. Local independent funders are keen to publish their grants data on the platform and to co-fund strategic initiatives to ensure that resources are most effectively used.

Make better use of community assets to revitalise communities

20. This priority seeks to improve the use/ownership of community spaces to increase wellbeing; make better use of buildings and other physical assets/estate and to embed co-production and co-design into place based strategies as is closely linked to the work of the Social Regeneration Strategy.
21. Over the coming twelve months' work will focus on developing an online presence providing information on premises relevant to the VCS. Identification of gaps in VCS premises and ensuring availability of a range of VCS spaces through affordable business spaces, incubation units, encouraging and supporting co-location, promoting meanwhile use of existing properties and making better use of council premises such as TRA halls will continue.

22. Southwark has a TRA halls estate comprising 97 premises across the borough. The council is investing in this resource significantly. The size, build and use of such premises vary greatly. Southwark CCG is piloting work into how Patient Participation Groups and TRAs can come together to develop solutions to problems in their areas. There is huge potential for more activities to improve wellbeing with greater use of the halls.

Communities that are connected and more resourceful

23. The final priority aims to unlock community assets to improve health and wellbeing, create stronger community connections and to support people to develop their ideas into action and support increased social action.
24. The CCG is supporting work in Walworth and Rotherhithe to understand how to unlock and integrate community assets with the health and social care sector. The aim will be to demonstrate the conditions and methods by which a neighborhood care network can improve wellbeing by unlocking community health assets. This action research report will be published in June 2018.
25. There is growing momentum behind developing a comprehensive social prescribing model in Southwark. The Local Care Networks are leading on this work with a number of VCS providers (including SAIL).
26. In addition, the Southwark Volunteering Strategy has an outcome on “increased awareness amongst GPs on the benefits of volunteering on wellbeing through social prescribing”. A number of activities are looking at how volunteering and voluntary services can link with GPs to support positive health and wellbeing. These sit alongside a large number of initiatives that help health and wellbeing and reduce isolation.
27. The opportunities for increasing social action and community connections need to be better supported by improving digital connectivity. The VCS will continue to play a major role in supporting residents to have the skills and confidence to increase their use of online services leading to less digital exclusion and is this reflected in the SCOF.
28. The longer term goal is for digital tools to deliver better outcomes by intervening earlier and helping people manage their own conditions and strengthen their social networks. Examples of more effective use of technology and online resources that can strengthen and connect communities are referred to below.
29. Spacehive is a crowdfunding platform specifically for civic or public projects. Projects range in scale from a small event to ambitious ideas to improve a place or building. Southwark is one of the most successful boroughs in the country for creatively developing new grass roots ideas, and has become a thought leader in how to make crowdfunding work for community groups. We continue to develop training and awareness of how the platform can work for groups across Southwark, and are investigating the potential to provide a small match funded pot of funding in 2019.
30. Walk Elephant is an initiative which has been co-designed with the community sector led by Southwark Living Streets and the Walworth Society. The initiative seeks to improve walking routes across the heart of the borough, delivering

greening and sustainability, celebrate local history, and encourage community involvement. A technology called Commonplace is being used to enable the community to input their ideas in an open source way. Following the creation of the vision a range of new projects have been conceived by the community and the council is helping different groups to develop and fund their ideas.

31. Blackfriars Stories is an event programme which celebrates the history of the Blackfriars area. Each year three creative producers work with community groups across the Blackfriars area to develop events which animate the area, remember the history, and develop community involvement. The ideas generated have led to new sources of funding, new partnerships and collaborations, and a legacy of historical research.

Policy Implications

32. In addition to the policy initiatives set out above, the recommendations of this report support a number of council policies and strategies, including:
 - Health and Wellbeing Strategy;
 - Social Regeneration
 - Approach to Equality;
 - Economic Wellbeing Strategy;

Community impact statement

33. The initiatives and recommendations of this report are intended to have a significant positive impact on the community and to improve standards of the delivery of outcomes across the three partners.
34. There is a legal duty on local authorities, in the exercise of their functions, to have due regard to the need to promote equal opportunities, eliminate discrimination and to promote positive community relations between people with a protected characteristic and people without.
35. The vision of the SCOF in delivering a more outcomes based commissioning approach is to build and sustain strong, cohesive communities where no one group or community is left behind.
36. The VCS Commissioning Forward Plan sets out service areas that are currently commissioned and for which in the future the SCOF will be used. In many cases the services listed in the plan provide additional targeted support for people with protected characteristics for example older people, people with disabilities, women and people from a range of different communities of identity and interest.
37. In developing the framework partners have carefully considered the wording of the outcomes. As well as promoting positive outcomes for Southwark residents generally, the outcomes are intended to ensure that for particular groups of people with protected characteristics commissioned services will meet the specific needs of those groups. The SCOF is intended to provide sufficient flexibility for organisations to demonstrate in their bids how they will evidence the impact their services will make and who the service beneficiaries will be.
38. The Screening Checklist for VCS Commissioning includes within Stage 2, Strategic screening a question about the need for an Equality Impact

assessment.

Resource implications

39. The changes to commissioning have been made within the council's budgetary framework.

Consultation

40. Consultation on the SCOF has taken place with the VCS at an event in May 2017 at which the council, the CCG and the sector met to discuss progress on the early stages of developing an action plan for the implementation of the strategy. The framework was well received and amendments have been made to take these into account. It is intended to be a living document and will be revised and updated to maintain its relevance.
41. Consultation has also taken place with locally based independent funders who are founding funders of Southwark Giving and are part of the working groups that will take forward the activities to deliver the strategic objectives.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

42. The Health and Wellbeing Board is asked simply to note the matters referred to in the Recommendation section, at paragraph 1.
43. The council is subject to the "Best Value" duty (Local Government Act 2003) to "make arrangements to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The government's Best Value Statutory Guidance requires the council to approach "value" as including economic, environmental and social value, and to be responsive to the needs of the voluntary and community sector. The council's approach as outlined in this report appears to be consistent with these duties.
44. Health and Wellbeing Board is reminded that the council is subject to the public sector equality duty in section 149 Equality Act 2010, and attention is drawn to the community impact section of the report in this regard. The duty requires the council, in the exercise of all its functions, to have due regard to the need to:
 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The duty is a continuing one.

45. Health and Wellbeing Board is referred to the consultation undertaken, as described at paragraphs 40 to 41 of the report.

Strategic Director of Finance and Governance

46. There are no financial implications.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
VCS Strategy –Overview	Communities Division, 160 Tooley St	Andy Matheson 020 7525 7648
Southwark Common Outcomes Framework	“ “	“ “
VCS Commissioning Forward Plan	“ “	“ “
Screening checklist for VCS commissioning	“ “	“ “
Walk Elephant Project Details	www.southwark.gov.uk/walk-elephant	Dan Taylor 0207 525 5450
Link: www.southwark.gov.uk/walk-elephant		
Blackfriars Stories project details	http://www.southwark.gov.uk/regeneration/borough-bankside-and-london-bridge?chapter=2	Dan Taylor 0207 525 5450
Link: http://www.southwark.gov.uk/regeneration/borough-bankside-and-london-bridge?chapter=2		

APPENDICES

No.	Title
Appendix 1	Voluntary and Community Sector Strategy Action Plan 2017/19

AUDIT TRAIL

Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation David Quirke-Thornton, Strategic Director of Children’s and Adults		
Report Authors	Stephen Douglass, Director of Communities Genette Laws, Director of Commissioning Mark Kewley, Director of Transformation, Southwark NHS, CCG Gordon McCullough, Chief Executive, Community Southwark		
Version	Final		
Dated	20 March 2018		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Director of Law and Democracy		Yes	Yes
Strategic Director of Finance and Governance		Yes	Yes
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			20 March 2018

Common Purpose, Common Cause

Voluntary and Community Sector Strategy | Action Plan 17-18

This action plan set outs a series of activities, outputs and outcomes designed to deliver the outcomes detailed in the VCS strategy. The plan focuses on a 12 month period. Additional action plans will be developed as projects and initiatives progress.

Strategic leads have been identified for the four strategic priorities detailed in the strategy. These individuals, from the three partners, will be responsible for ensuring that the proposed actions are taken forward and the outcomes are reported back to the Public Sector/VCS liaison group (and other associated governance structures). A list of operational leads from each of the partners have been identified. These individuals will give their expertise and help drive forward certain actions. The strategic lead will convene working groups as and when appropriate in order to progress parts of the strategy. It may not be necessary to call all the partners together for a meeting. The intention is to keep meetings to a minimum.

The plan also provides a narrative around of the actions to give context and where it relates to pre-existing projects or strategies.

The Public Sector/VCS Liaison group will hear feedback on progress from each of the strategic leads and when appropriate the group will look in more details at certain initiatives.

This plan will be shared across the partners and progress will be reported on via Community Southwark's website.

The diagram (right) attempts to show how each of the four strategic priorities are linked with the connected communities priority being the linking priority. Where are inter-dependencies in the plan these have been highlighted.



Strategic Objective	To improve quality and outcomes for residents that reduce and prevent future demand on high cost, high demand services	Strategic lead	Operational leads
Strategic Priority	Better partnership working to improve outcomes for residents	Gordon McCullough Community Southwark	Hayley Sloan , CCG/LCN Ginette Hogan , Public Health Sally Causer , Southwark Law Centre Danny Edwards , Local Economy, LBS Andy Matheson , Communities Division, LBS
1	Key deliverables/outcomes: <ul style="list-style-type: none"> Core principles that outline and quantify expected standards for working together, early engagement, co-design and collaboration Open up access to data across agencies by sharing aggregated, anonymised data Better partnerships with business Greater collaboration in the VCS 		

Activities	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct
1.1 Draft standards for working together												
1.2 Consult on and agree standards						Live					Review	
1.3 Develop data sharing procedures												
1.4 Promote/test data sharing process									Review			
1.5 Update CS online data sections												
1.6 Promote/support Southwark Giving			Priorities created			Fund launched						
1.7 Collaboration support Local Community Offer	Older people, disabilities and mental health							Shared learning		PLGs		

Summary	Links to other strategies/initiatives
<p>1.1 The broad principles outlined in the strategy will be used a basis for a set of standards to be applied across the VCS/NHS and Council when working together. This works forms the basis for all joint working. The standards need to be agreed at the various governing bodies – CCG, Commissioning Board, etc.</p> <p>1.3 A set of simple procedures to help VCS orgs access data held by the council, CCG need to be developed. The work on this strand will also look for examples of good practice and how the sharing of data can be developed further.</p> <p>1.6 Southwark Giving – a strategic board (made up of funders and businesses) is driving forward Southwark Giving. Regular updates will be given the Public Sector/VCS liaison group</p> <p>1.7 Under the Local Community Offer , Community Southwark is working with various organisations to assist them to collaborate. Once the process is completed the lessons will be shared – the intention will be inform future commissioning arrangements. There will be regular updates to the Public Sector/VCS liaison group.</p>	<p>Tale of Two Southwark (Southwark Giving)</p> <p>CCG Five Year Forward View</p> <p>Early Action Commission</p> <p>London Venture</p> <p>GLA – London Hub</p> <p>Nesta</p>

Strategic Objective	To improve quality and outcomes for residents that reduce and prevent future demand on high cost, high demand services
Strategic Priority	Improved commissioning and grant giving
2	Key deliverables/outcomes: <ul style="list-style-type: none"> • Development of a strategic VCS commissioning board/commissioning forward plan/COF • Development of Collaborative Commissioning principles/ways of working/local by default • Development of Common Outcomes Framework • Review and re-design of grants programme – linked to COF • Improved online information management for funding applications

Strategic lead	Operational leads
Genette Laws (Director of Commissioning, Southwark Council)	Steve Smith , Community Southwark Director Joint Commission CCG/Southwark Council Andy Matheson , Southwark Council Simon Mitchell , Southwark Council Alex Evans , Time and Talents Sarah Thurman/Elaine Crush , United St Saviour's/Wakefield Tetley Chris Green , Citizens Advice Southwark

Activities	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct
2.1 Set up Strategic VCS Commissioning Board												
2.2 Cross-dept Commissioning Officer Group												
2.3 Develop collaborative commission approach	Scope/options				Consult							
2.4 Develop Outcomes Framework / indicators	Indicators/application					Go live						
2.5 Produce VCS commissioning forward plan		Update			Update			Update			Update	
2.6 Review and redesign grants programme			Options paper			Consult (election period!!)						Launch
2.7 Develop online data management tool	Scope/test/promote					Live						
2.8 Outcomes conference											Plan for Apr 19	

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Summary	Links to other strategies/initiatives
<p>2.1 VCS Commissioning board started meeting in May 17 – meets on a quarterly basis. Feedback into Public Sector/VCS Liaison</p> <p>2.2 Cross-departmental Commissioning Officer Group established and will oversee the development of Common Outcomes Framework, the revised grants programme and compiling the VCS commissioning forward plan</p> <p>2.3 The strategy set out an ambition to develop a collaborative commissioning approach based on co-production and local by default. This strand of work – overseen by the VCS Commissioning Board – will be to operationalize how commissioning exercises are undertaken across the partners.</p> <p>2.7 Due North as an online platform to streamline data management for funded organisations is being trialled.</p> <p>2.8 As part of the COF it was suggested an annual conference be convened to assess progress against the indicators in the COF</p>	<p>Fairer Future Promises</p> <p>Southwark Five Year Forward View</p> <p>Early Action Commission</p> <p>DCLG Communities Fund (model)</p> <p>Cabinet Office Civil Society Implementation Group (commissioning)</p> <p>Digital integration (see 4)</p> <p>PLGS</p> <p>Info sharing protocols (see 1)</p>

Strategic Objective	To sustain and build strong, cohesive communities where no one group or community is left behind											
Strategic Priority	Better use community assets to revitalize communities											
3	Key deliverables/outcomes: <ul style="list-style-type: none"> Improved use/ownership of community spaces to increase wellbeing Make better use of buildings and other physical assets/estate Embed co-production and co-design into place based strategies 											
Strategic lead			Operational leads									
Stephen Douglass (Director of Communities, Southwark Council)			Matt Jackson , Southwark Council Jess Leech , Southwark Council Rosemary Watts , CCG Deborah Hayman , Community Southwark Eileen Conn , Peckham Vision Sophie Baird , Public Health Jon Best , Ecology Officer, LBS Dan Taylor , Regeneration, LBS Katherine Pitt , Communities Division									

Activities	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct
3.1 Facilitate greater ownership/use of green spaces												
3.2 Refresh open spaces strategy												
3.3 Update premises information portal												
3.4 Support on-line booking system for spaces												
3.5 Ensure availability of range of VCS premises												
3.6 Review means of community involvement in planning												
3.7 Review and implement new community engagement toolkit												

Summary	Links to other strategies/initiatives
<p>3.1 Identify lead/facilitator to identify spaces that could be used to create self-sustaining healthy activities</p> <p>3.2 Bring together community groups to create a “master plan” for this area – in relation to unused/unloved spaces and how they might be transformed</p> <p>3.3 Develop an online presence providing information on premises which is relevant to VCS – could either be hosted on LBS website or CS</p> <p>3.4 Identify gaps in VCS premise(s) – and ensure availability of range of VCS spaces through affordable business spaces below market rents, incubation units, encouraging and supporting co-location, promote meanwhile use of existing properties, making better use of council premises such as TRA halls</p> <p>3.6 Review means of involvement as part of a digital strategy for the planning service. This will be looking at all the ways in which people engage with planning and how to improve how they do that online along with focused support where that is not possible.</p> <p>3.7 The Community Engagement team has developed a community engagement toolkit. This action to review its application and how it can be developed.</p>	<p>Social Regeneration Strategy</p> <p>Community Engagement Toolkit</p> <p>Statement of Community Involvement</p> <p>Early Action Commission</p> <p>Fairer Futures priorities</p> <p>WeGovNow new online platform</p>

Strategic Objective	To sustain and build strong, cohesive communities where no one group or community is left behind
Strategic Priority	Support communities that are connected and more resourceful
4	Key deliverables/outcomes: <ul style="list-style-type: none"> Unlocking community assets to improve health and wellbeing Create stronger community connections Support people to develop their ideas into action and support increased social action

Strategic lead	Operational leads
Mark Kewley (Director of Transformation and Performance, CCG)	Helen Rice , Advising London Truly Johnston , Community Southwark Forid Ahmed , Southwark Council Jacky Bourke-White , Age UK Lewisham and Southwark Local Care Network rep Matt Little , Local Economy, LBS

Activities	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct
4.1 Unlocking community assets (CHAMPS)												
4.2 Develop community connections (social prescribing)	Scope and review											
4.3 Develop community connections (local democracy)												
4.4 Develop community connections (social action – PPGs/TRAs)												
4.5 Develop an online portal for services	Spec			Hack			Funding					
4.6 Volunteering strategy	Scope											
4.7 Support young people to start social enterprises												

Summary
3.1 The learning from the CHAMPS project – to understand how to unlock and integrate community assets – to improve wellbeing will feed into longer term plans around community assets
3.2 There is growing momentum about developing neighborhood models of social prescribing. This work is closely linked to the LCNs and is
3.3 Improving community connections though any changes to local democratic structures (eg Community Councils)
3.4 This relates to a CCG/Community Southwark project to link a number of PPGS and TRAS to develop social action projects
4.5 Develop an integrated services online portal. Design a hack day for developers to develop a spec – source funding
4.6 There is a pre-existing volunteering strategy that deals with getting more people involved in volunteering (particularly those with high support need users). The steering group will report on progress
4.7 Develop a programme of support to help young people develop social enterprises

Links to other strategies/initiatives
Volunteering Strategy
CHAMPS project
SAIL project
GSTT Charity strategy
CCG/CS Reaching Communities
Skills Strategy
WeGovNow – new online platform joining up civil engagement tools

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NOTE: Amendments/queries to Everton Roberts, Constitutional Team, Tel: 020 7525 7221

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