

Item No. 8.	Classification: Open	Date: 2 May 2017	Meeting Name: Health and Wellbeing Board
Report title:		Our joint Southwark Forward View	
Ward(s) or groups affected:		All	
From:		Stephen Gaskell, Head of Chief Executive's Office (Council) Mark Kewley, Director of Transformation (CCG)	

RECOMMENDATIONS

That the Health and Wellbeing Board notes:

1. an update on the work planned and underway on implementing a joint Southwark Forward View for health and social care in the borough;
2. that a senior leadership group has been set up chaired jointly by the Leader of the Council and Chair of Southwark Clinical Commissioning Group (CCG) to ensure effective progress on integration between and across the CCG and the Council for 2018/19 onwards;
3. that the senior leadership group have asked Councillor Richard Livingstone (Cabinet Member for Adult Care and Financial Inclusion) and Richard Gibbs (Vice Chair, CCG) to put in place a joint integrated delivery and planning group (IDPG) to more specifically:
 - deliver on the financial challenge both organisations face in 2017-18 (complimenting, not duplicating, the budget recovery board in the Council and the associated budget monitoring boards in the CCG);
 - progress the integration between the Council and CCG, and delivery on plans that achieves alignment of resources to develop 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.

BACKGROUND INFORMATION

4. 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.
5. There are strong pillars and foundations of practice in place locally with some of the best trained and educated health and social care workforce delivering outcomes for people in Southwark. We therefore now have an opportunity to fully release the capacity of our people and resources to achieve the very best outcomes across the public health and social care system.

6. In 2016, Southwark Clinical Commissioning Group (CCG) and Southwark Council set out a vision for improving health and social care across the borough. The Southwark five year forward view to 2020/21 set out a clear framework for improving the everyday experience and life outcomes of Southwark residents.
7. The plan describes how over the next five years the Council and CCG want to continue to support what already works well, and introduce more collaborative ways of working across the health and social care system. This will mean some things will continue to work well as they do now. It will also be about supporting positive improvements for local residents.
8. In parallel through the summer of 2016, the Council set about refreshing its Council Plan to 2018. The council plan sets out the commitments to achieving a fairer future for all in Southwark. The council plan sets out seven priority themes for delivery including supporting people to achieve healthy, active lives. Delivery of successful and improved outcomes through the Southwark Five Year Forward View will be crucial in ensuring those priority themes are achieved.
9. At the same time, resources across the public sector have been in increasingly squeezed. For example, local authorities have seen unprecedented year on year reductions in funding from central government grant since 2010. In Southwark's case, the council has had to make savings of approximately £180m since 2010 across all services, including health and social care. Despite this huge funding challenge, working together to achieve better outcomes is not about managing "cuts"; it's about improving quality and value of what is delivered for residents.

KEY ISSUES FOR CONSIDERATION

10. Southwark CCG and the Council want to improve the way that the local health and social care system operates to bring about better outcomes for residents. The motivation for further joining up how the CCG and Council work together is that integration and alignment of resources can achieve a better, more coordinated experience for those using and those working in health and social care services and, better use of our shared resources. The local ambition for health and social care is to create a much stronger emphasis on prevention and early action, and to look at deeper integration across health and social care, and wider council services.
11. To support this change there will be an increasing emphasis to join and align commissioning budgets and contracting arrangements to incentivise system wide improvement. There will be a focus on specific populations, especially vulnerable groups, putting greater emphasis on the outcomes achieved and people's experiences attached to improved services.
12. Recognising that change takes time, effort and is far from a "quick fix" solution especially in the context of the need to continue to manage day to day business and associated shorter term pressures, the CCG and Council have set up a senior leadership group. The purpose of which is to provide collective leadership to help drive the strategic requirements necessary for the CCG and the Council to take forward the plans associated with the Southwark Five Year Forward View.

13. Chaired jointly by the Leader of the Council and Chair of the CCG, the group aims to provide the leadership framework to ensure effective progress on integration between and across the CCG and the Council and deliver on plans for 2018/19 onwards. The group, which first met in February 2017, demonstrates the clear confidence of the Council and CCG, and leadership commitment, to bring about change and improvement for health and social care in Southwark.
14. Shared working across health and social care is of course not new or unfamiliar in Southwark. The borough has a proud history of working together in partnership to achieve improved health outcomes. In the last year, shared capacity across the CCG and the Council has been enhanced through a joint partnership commissioning team. The joint team will provide co-ordinated capacity to achieve progress on the five year forward view in the immediate and shorter term. This, combined with the strengthened leadership focus, will also help progress medium term priorities around aligned commissioning and further integration where this makes sense and achieves better outcomes for Southwark residents.
15. At the same time, both organisations face specific challenges and opportunities in the year ahead in terms of delivering financial sustainability but more so on ensuring residents continue to achieve the best quality services locally. The more immediate impact of a general election in June 2017 also introduces new and different uncertainties which may impact on more short term ambitions. This will require further analysis and monitoring in the run up to the election (and again once the election outcome is clear).
16. To ensure that both organisation retain a key focus of the work needed to align and bring together the commissioning of health and care over the next twelve months the senior leadership group have asked that the Councillor Richard Livingstone (Cabinet Member for Adult Care and Financial Inclusion) and Richard Gibbs (Vice Chair CCG) put in place a CCG/Council integrated delivery and planning group (IDPG).
17. The IDPG, which will act as a working party, provides the leadership oversight across the two organisations to:
 - deliver on the financial challenge both organisations face in 2017-18 (complimenting, not duplicating, the budget recovery board in the Council and the associated budget monitoring boards in the CCG);
 - progress the integration between the Council and CCG, and delivery on plans that achieves alignment of resources to develop 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.
18. The IDPG, which includes officer representatives from each organisation, first met in April 2017 to discuss the scope of the work going forward. The IDPG working party will not in any way duplicate or subsume existing governance and management arrangements across the Council or CCG. Each organisation has processes in place to oversee for example delivery of 2017-18 savings and these will continue as planned.

19. The scope of the IDPG working party will include investigating what mechanisms are required to create system wide transformation, what learning can be taken from other areas that have / are progressing fuller integration across health and social care to inform our local approach and how we can get the most from our existing governance to instill change and achieve improved outcomes.
20. Ultimately, the intended objective of the CCG/Council senior leadership group – and through the activities of the IDPG working party - is that by 2018-19 there is fuller alignment of the commissioning of health and social care in Southwark. As the work is further scoped and progressed, updates will be provided.

Policy implications

21. In 2016, the CCG and Council agreed a five year forward view for improving health and social care outcomes across Southwark. Over the same period, the Council refreshed its Council Plan to 2018 for a fairer future for all, including renewing specific commitments attached to helping people achieve healthy, active lives, revitalised neighbourhoods and providing the best start in life for young people across Southwark.
22. Taken together, these provide the local policy framework in which the senior leadership of the CCG and Council has agreed, as per this report, to prioritise further integration and the opportunity for better alignment between the two organisations, whilst simultaneously achieving financial sustainability across the health and social care sector. Ultimately the key test of success is that residents achieve better health and social care outcomes through the changes driven forward by this work.

Resource implications

23. There are no financial implications from this report. Any decisions or actions arising from the work associated with implementation of the Southwark Forward View (and more specifically the IDPG working party) that have resource impact will need to be considered as part of the Council and CCG normal budget setting and related governance processes.

Community impact statement

24. The public sector equality duty requires public bodies to consider all individuals when carrying out their day to day work, in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.
25. This report is about providing an update on the work planned and underway on implementing a joint Southwark Forward View for health and social care in Southwark. In line with this, the aim of this joint work is to further improve 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 coordinated care and experience better outcomes. Overall this is about improving quality and value so that people in Southwark have

access to the best quality health and social care given the resource envelope available for the borough.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

26. The Health and Wellbeing Board has a statutory duty, for the purpose of advancing the health and wellbeing of the people in its area, to encourage persons who arrange for the provision of any health or social care services in that area to work in an integrated manner. The initiatives described in this report clearly support these requirements.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark Five Year Forward View – a local vision for health and social care: 2016/17 to 2020/21	160 Tooley Street, London SE1 2QH	Stephen Gaskell Stephen.gaskell@southwark.gov.uk
Southwark Council Plan 2014-2018 (summer refresh, 2016)	160 Tooley Street, London SE1 2QH	Stephen Gaskell, stephen.gaskell@southwark.gov.uk

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officers & Report Authors	Stephen Gaskell, Head of Chief Executive's Office (Council) Mark Kewley, Director of Transformation (CCG)	
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Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
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Director of Law and Democracy	Yes	Yes
Cabinet Member(s)	Yes	Yes
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