

Item No.	Classification: Open	Date: 23 September 2021	Decision Taker: Southwark Health and Wellbeing Board
Report title:		Integrated Care System development – Partnership Southwark leadership and governance proposals	
Ward(s) or groups affected:		All	
From:		Hayley Ormandy, Programme Director Partnership Southwark and Anu Singh, Strategic Chair Partnership Southwark	

RECOMMENDATION(S)

- 1) **The Southwark Health and Wellbeing Board is asked to note and discuss** the proposals in the appended slide-pack on leadership and governance arrangements within Partnership Southwark, which functions as Southwark’s Local Care Partnership (LCP) within the Our Healthier South East London Integrated Care System (SEL ICS).
- 2) **The Southwark Health and Wellbeing Board is asked to endorse the direction of travel** for leadership and governance arrangements within Partnership Southwark, including:
 - a) The partnership’s ambition to deepen integrated planning and delivery arrangements within Partnership Southwark over the next 2-3 years, through an inclusive whole-system partnership that works collaboratively for the benefit of our population and communities. This includes working towards:
 - i) a joint committee of the ICS NHS Body and one or more statutory provider(s), with delegated decision making on specific functions/services/populations to this committee; and
 - ii) a joint Executive Place Lead (‘LCP Director’) recruited by the partnership who will lead partnership working at ‘place’ level and work with the joint committee to receive and manage agreed delegations.
 - b) The need to facilitate a realistic landing point for 1 April 2022 (given 2(a) will take time to work through with partners), when ICS arrangements are intended to be formalised nationally (subject to legislative changes currently progressing through Parliament). The partnership is committed to ensuring this landing point is buildable and sets the partnership up to move forward rather than restrict opportunities to deepen our integrated working arrangements. This includes:
 - i) The establishment of the Partnership Southwark Strategic Board (PSSB), which will operate in shadow form in tandem with the

Southwark Borough Based Board for 21/22 and transition to a formal committee of the ICS NHS Body from 1 April 2022. The PSSB will also operate as a sub-committee of the Health and Wellbeing Board as previously agreed by this Board.

- ii) The recruitment of an LCP Director by the partnership, as an individual ICS NHS Body appointment who will receive delegation from the ICS NHS Body. This will initially open to executive-level staff from within constituent partner organisations on secondment basis; and externally thereafter if no suitable candidate is found.
 - c) The establishment of a lived experience assembly or similar, to support the service user/carer voice in Partnership Southwark's governance arrangements.
 - d) The commitment of time and leadership resource from all partners within Partnership Southwark to collectively work through and shape our place-based arrangements as we move forward.
- 3) **The Southwark Health and Wellbeing Board is asked to note** that the multi-agency task and finish steering group that has been meeting to work through these arrangements, will continue to support this next phase of activity. Key actions for this group to own will include:
- a) Finalising the Terms of Reference for the PSSB
 - b) Developing role descriptions and recruitment processes for both the LCP Director and Partnership Southwark Chair posts, which will be via open and transparent recruitment processes with input from all partners and inclusion of a stakeholder panel
 - c) Shaping the wider borough partners leadership team which will work with, and provide support to, the LCP Director to secure the best outcomes for the Southwark population. This will be shaped in line with ICS guidance with designated leads from social care, primary care, community physical and mental health services, acute services and public health as a minimum.
 - d) Facilitating the development of the response to the SEL ICS and Integrated Care Board (ICB) Chair (Designate), confirming the governance model for the Partnership Southwark Strategic Board and the process to secure place leadership in Southwark.

In parallel to the task and finish group discussions, partners will progress strategic conversations within their organisations to ensure we come to an agreed LCP position on our place-based arrangements by the end of October and are co-shaping the roadmap for the partnership to deliver on its ambitions.

BACKGROUND INFORMATION

- 4) Partnership Southwark constituent partners are required to come to a view on its Local Care Partnership (LCP) leadership and governance arrangements to take effect from April 2022; and the transition to longer-term ambitions over the next 2-3 years. This is a requirement of both our internal transformation ambitions and enables us to signal our position to

the Our Healthier South East London Integrated Care System (SEL ICS) by the end of October 2021.

- 5) A multi-disciplinary group of senior partner representatives have been coming together on a regular basis as a 'task and finish group' since June to take forward plans for the establishment of the Partnership Southwark Strategic Board (PSSB). This group has also worked through wider governance and leadership arrangements in response to SEL ICS guidance and local place-based partnership ambitions.
- 6) This group developed a set of design principles (see slide 11) and recommendations (see slide 12) for consideration by the Partnership Southwark leadership forum in September.
- 7) Draft proposals for Partnership Southwark LCP arrangements were discussed at the Partnership Southwark Leadership Forum on 2 September, with an update also provided to the Southwark Borough Based Board that same day.
- 8) The appended slide-pack has been updated to reflect the discussion at the Partnership Southwark Leadership Forum. While the direction of travel was supported by all partners, some concerns were raised in relation to LCP functions and delegations, a sense that there was too much emphasis on commissioning or pooling of budgets, and the narrative was not as compelling as it could be.
- 9) Further work is therefore required by partners to ensure our governance model and leadership arrangements enable Partnership Southwark and its partners to maximise potential new ways of working and opportunities associated with delegated duties from the ICS Board to design and transform services in partnership with Southwark communities.

KEY ISSUES FOR CONSIDERATION

- 10) Partnership Southwark is a critical collaboration with the ability to drive real change in the way services and support are delivered for the benefit of our residents. There is a clear logic to the integration of health and care services - with the potential for ICS and place-level partnerships to drive improvements in population health, and tackle inequalities, by reaching beyond organizational boundaries and working with the voluntary and community sector and other non-statutory partners to address social and economic determinants of health.
- 11) In Southwark we have a real opportunity for partners to grasp the changing landscape and harness the power of place by strengthening the leadership, governance, and softer ways of working within Partnership Southwark – building on work to date and maximizing the opportunities presented by delegations from the ICS Board to LCPs.
- 12) The Health and Wellbeing Board is therefore asked to consider the background context and proposals set out in the appendix slide pack and endorse the direction of travel of Partnership Southwark in line with the

recommendations above.

Community, equalities (including socio-economic) and health impacts

- 13) All sectors of the community are impacted by the historical gaps and disconnects in how individuals and communities have been supported and have experienced health and care services in Southwark. And it has not always been clear about how people can influence the things that matter to them most.
- 14) Partnership Southwark seeks to work collaboratively as a partnership to address inequalities and safeguard our communities by actively listening and responding to partners and residents in support of Southwark Stands Together and in building broader community engagement. Our population-based workstreams seek to take a targeted and outcomes-oriented approach to addressing health and care inequalities at place and neighbourhood level.
- 15) Strengthening our leadership and governance arrangements in line with the recommendations set out in this paper and the appended slide pack will enable the Partnership to accelerate and amplify this work for the benefit of our communities.

Resource implications

- 16) As outlined in recommendation 2(e) all constituent partners within Partnership Southwark are being asked to commit time and leadership resource to collectively work through and shape our place-based arrangements as we move forward. Within these arrangements, there will be a need to consider how we make best use of our collective resources and the 'Southwark pound' to improve health and wellbeing outcomes for our residents.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

- 17) This report has been based on discussions from across Partnership Southwark including executive officer, clinical, and political input via the task and finish steering group, Southwark Borough Based Board and Partnership Southwark Leadership Forum.

APPENDICES

No.	Title
Appendix 1	Draft Proposals for Partnership Southwark Local Care Partnership Arrangements
Appendix 2	Letter from ICS Chair

AUDIT TRAIL

Lead Officer	Sam Hepplewhite	
Report Author	Hayley Ormandy	
Version	1.0	
Dated	14/09/21	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Partnership Southwark Leadership Forum	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team / Scrutiny Team	15/09/21	