

Item No.	Classification: Open	Date: 13 January 2021	Decision Taker: Health and Wellbeing Board
Report title:		Local Care Partnership development within Our Healthier South East London Integrated Care System	
Ward(s) or groups affected:		All	
From:		Hayley Ormandy, Programme Director Partnership Southwark Anu Singh, Strategic Chair Partnership Southwark	

RECOMMENDATION(S)

- 1) **The Southwark Health and Wellbeing Board is asked to:** note the update on progress with Partnership Southwark's leadership and governance arrangements, in the context of wider south east London Integrated Care System (SEL ICS) developments. This builds on the previous detailed update given to the Board in September 2021.

BACKGROUND INFORMATION

- 2) Partnership Southwark's constituent partners are Southwark Council, South East London Clinical Commissioning Group (CCG), Community Southwark, Guy's and St Thomas' NHS Foundation Trust, South London and Maudsley NHS Foundation Trust, Improving Health and Quay Health Solutions (GP Federations representing Primary Care Networks), and King's College Hospital NHS Foundation Trust.
- 3) Partnership Southwark was established in April 2019 with a view to bringing partners from across health, care and the voluntary community sector to better join up care, improve health and wellbeing outcomes and reduce inequalities for Southwark residents.
- 4) When changes are made nationally to formally bring into effect Integrated Care System (ICS), Partnership Southwark will evolve into a more formalized Local Care Partnership (LCP) within the SEL ICS. This is currently anticipated to be 1 July 2022 (having been moved to accommodate delays in legislative change to facilitate this).
- 5) As part of this transition, each LCP was asked to work up its leadership and governance proposals to ensure these were fit for purpose to the borough context and population and aligned to national and SEL ICS guiding principles.
- 6) Partnership Southwark agreed a set of proposals for its leadership,

governance and ways of working as an LCP in September 2021 and tasked a task and finish group with senior representation from partners to work these proposals through in more detail in readiness for shadow and formal LCP operating. These proposals were presented to the Health and Wellbeing Board and endorsed in September 2021.

KEY UPDATES SINCE PREVIOUS BRIEFING

7) Since the September briefing to the Health and Wellbeing Board:

- The Partnership submitted its proposed leadership and governance arrangements to the designate Chair of the SEL ICS at the end of November, and these have subsequently been supported by ICS leadership.
- A joint statement of intent for the Partnership was sent in December to Trust and Community Southwark Chief Executives and PCN Clinical Directors of constituent partners from Eleanor Kelly, Chief Executive of Southwark Council, Andrew Bland, Designate Chief Accountable Officer of SEL ICS and Anu Singh, Independent Strategic Chair of Partnership Southwark (enclosed as Appendix 1).
- A letter was sent to constituent partners in mid-December setting out transitional governance arrangements, the impact of the joint statement of intent on proposals previously endorsed by the Partnership and proposed ways of working given Covid operational pressures.
- A meeting has taken place between the Council Leader, Cabinet member for Health and Wellbeing, designate ICS Chair and Chief Accountable Officer to discuss the interface between the Health and Wellbeing Board and the ICS/LCPs.
 - Partnership Southwark will be a prime-committee of the Integrated Care Board (ICB) and as such it constitutionally cannot also formally be a sub-committee of the Health and Wellbeing Board. However, it will have a strong two-way interface, with Partnership Southwark:
 - Reporting on progress and seeking advice from the Health and Wellbeing Board in line with ambitions for deepening integrated working and alignment of budgetary arrangements across health and care;
 - Reporting on any elements of the Health and Wellbeing Strategy that the Health and Wellbeing Board seeks to direct through the Partnership;
 - Reporting on progress and seeking sign off on commissioning plans (incl. the Better Care Fund) and strategic plans, as per current arrangements.
- The Partnership Southwark task and finish group have been progressing the proposals agreed by the Partnership and endorsed by the Health and Wellbeing Board in September 2021:

- Southwark Council have confirmed Councillor Evelyn Akoto, Cabinet Member for Health and Wellbeing as the Partnership Southwark representative on the SEL Integrated Care Partnership (ICP).
- An outline role profile and recruitment process for the Partnership Southwark Director has been developed- further work to refine this will take place once HR frameworks and Job Description templates are received from the ICS. It is envisaged that recruitment for this post will start in January 2022, with a view to securing either a full-time or part-time Director preferably on secondment from within the wider Partnership Southwark system.
- Wider LCP governance arrangements have been mapped with a view to this being further developed during Q4 2021/22.
- The Partnership Southwark Strategic Board has been stood up in shadow form via developmental workshops in December, January and March. The membership for this Board has been agreed as:
 - Partnership Southwark Director, Chair and Associate Chair (to be recruited)
 - 2 x representatives from constituent Partnership Southwark organisations that will represent the views of their organization and population as opposed to their institution
 - Chair of the Lived Experience Assembly (to be appointed once this forum has been co-produced with input from service users, carers and community representatives and stood up in Q1 2022/23)
 - Chair of the Clinical and Professional Advisory Group (to be appointed via refresh of pre-existing group paused due to Covid)
 - Director of Public Health
 - Healthwatch representative.
- A proposed approach to recruiting to clinical and professional leads from across the Partnership to support key priority areas of work (incl. primary, community and secondary care, social care and the VCS) has been developed and will be discussed at the task and finish group in January. Funding will come via the ICS to place to support this.
- Work is underway with the support of Community Southwark and engagement leads from across the Partnership to engage with service users, carers and community representatives on how best to establish and constitute the Lived Experience Assembly (and whether this or another title would be appropriate for this forum) and to shape Partnership Southwark's approach to community engagement and involvement more generally.
- Partnership Southwark has been selected as the 'place' within the SEL ICS to participate in a joint NHS England/Improvement, NHS X digital

and Local Government Association place-based development programme. This provides access to experts from across a consortium including IBM, the Nuffield Trust, PA Consulting, Sollis, Collaborate, University Hospital of Southampton, National Association of Primary Care (NAPC) and the Social Care Institute for Excellence (SCIE).

- The Partnership continues to deliver work within its population-based workstreams ‘Start Well, Live Well, Age Well, and Care Well’ with focused work taking place in the following areas:

Start Well supporting children and young people - “keeping families strong”	Live Well supporting working age adults with joined up services that tackle the causes of ill-health and promote wellbeing	Age Well neighbourhood-based networks to keep people as healthy and independent as possible in their home	Care Well supporting those in care and residential settings for older people and physical disabilities, mental health and learning disabilities
<ul style="list-style-type: none"> • Integrated School Mental health support teams • Developing a sustainable early years offer • Introducing Community panels (test and Learn) • Embedding and Enhancing Child Health Teams 	<ul style="list-style-type: none"> • Community Mental Health Transformation (CMHT) • Social Prescribing (connecting people to local activities and social support in the community) • Vital 5 (Smoking, Healthy Weight, Blood Pressure, Mental Health, Alcohol) • Asylum Seekers Programme 	<ul style="list-style-type: none"> • Falls Prevention Strategy • Supporting those affected by Dementia • Caring for Carers • Neighbourhood approach to wound management (Leg Ulcers) 	<ul style="list-style-type: none"> • Wrap around community and neighbourhood multi-disciplinary working • Secondary Care Expertise and Outpatient Redesign • Improved Care for transition in and out of hospital • Transforming eye care for residents in Older People’s Homes • Improving continence care and reducing harm from catheters • <i>Dedicated Social Prescribing support for Care Homes (TBC)</i>
‘It takes a village’ (Supporting people facing Multiple Disadvantage)			

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

- 8) 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.
- 9) 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.
- 10) Strengthening our leadership and governance arrangements, deepening our approach to working in an integrated way across the partnership and working more effectively with, and for, our communities, will enable the Partnership to accelerate and amplify this work for the benefit of Southwark residents.

Resource implications

- 11) All constituent partners within Partnership Southwark are committing time, leadership and delivery resource to collectively work through and shape our LCP arrangements.
- 12) Within the initial 'safe landing' phase of NHS only delegations to the LCP, 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 through existing mechanisms (e.g. section 75 agreements or enhancing our existing Better Care Fund to facilitate more pooled budgets across health and care).

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

- 13) 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	Joint Statement of Intent
Appendix 2	Summary presentation for Health and Wellbeing Board

AUDIT TRAIL

Lead Officer	Martin Wilkinson	
Report Author	Hayley Ormandy	
Version	1.0	
Dated	24/12/21	
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
Independent Chair Partnership Southwark	Yes	
Chair Southwark Borough Based Board and Vice-Chair Health and Wellbeing Board	Yes	
Cabinet Member	Yes	
Date final report sent to Constitutional Team / Scrutiny Team	4 January 2022	