

APPENDIX 1



15 December 2021

Via email

Dear all,

As you are aware, a task and finish group with senior representation from our constituent partner organisations has been meeting regularly since June to co-produce proposed arrangements for our Local Care Partnership (LCP), with outputs feeding formally into the Partnership Southwark Leadership Forum (PSLF) and the Southwark Health and Wellbeing Board. As we approach the holidays, I'd like to update you on positive changes that will bring all parts of our system together with a view to ensuring our partnership collectively makes a difference for, and addresses inequalities within, Southwark's communities.

This letter seeks to update on:

1. The impact of proposals outlined in a recent 'statement of intent' sent on Friday 10th December to Partnership Southwark Chief Executives and PCN Clinical Directors from Andrew Bland, Eleanor Kelly and myself (as enclosed).
2. Immediate changes to Partnership Southwark governance as we transition to LCP shadow governance arrangements within the wider Our Healthier Southeast London Integrated Care System (ICS), and the opportunities to utilise this shadow governance during a time of operational pressures to focus on key priorities for the local system over the next 3-4 months.
3. Partnership development and support to enable this transition and achievement of our ambitions for deeper integrated working across the partnership.

1. Joint Statement of Intent – Local Care Partnership Development in Southwark

On 10 December 2021, a letter was sent via email to partner Chief Executives and PCN Clinical Directors setting out a joint statement of intent for Partnership Southwark. This letter is the result of work the partnership agreed to progress over the summer to build understanding and clarity between the Council and the NHS.

It re-confirms much of what was put forward by the partnership to the ICS in our November letter to Richard Douglas as designate Chair of the Integrated Care Board (ICB). However, it does also signal some developments since our discussions as wider partnership which I felt helpful to expand on here.

The statement of intent sets out only the minimum membership requirements for the Partnership Southwark Strategic Board; as hopefully you recall Partnership Southwark's Leadership Forum have built on this minimum with a wider membership that incorporates Healthwatch and the voice of lived experience and our communities, which is crucially important to place. Further, our existing and future Board will continue to have Community Southwark and wider VCS representation.

As a partnership we had originally indicated consideration of a two-year period for secondment of the LCP Director. The statement of intent sets out that a time limited position initially for 2022/23, enabling further discussions and developments around joint leadership and governance.

- We had discussed and agreed the potential for two LCP senior leadership roles (i.e. a Director + Convener) in addition to chairing arrangements – this statement of intent endorses this position and further clarifies that in the event the successful candidate is part-time or continues to hold another post within their substantive organisation, they would be supported by a Chief Operating Officer.
- We have also discussed the need to undertake work to deepen our integrated working arrangements and clarify within this what we mean by, and how we facilitate, ‘joint’ leadership and governance. The statement of intent sets out a structured approach for this, which we hope is seen as a helpful enabler to us moving forward in line with our ambitions.
- Following discussions between the ICS and Southwark Council, the statement of intent sets out an opportunity for joint leadership and governance arrangements between the ICB and Council as part of this options appraisal, noting that this would facilitate greater alignment between health and care in line with ambitions for ICS’ nationally and would not prohibit additional delegations from other statutory partners.
- The statement of intent proposes a co-chair arrangement comprising of an elected Cabinet member and either a health leader or current independent chair. I appreciate this extends beyond our discussions at the Partnership Southwark Leadership Forum, where we agreed on a Chair and Associate Chair arrangement to develop a pipeline of diverse leadership. Having discussed this with the task and finish group, we believe there remain opportunities to consider an Associate Chair alongside the proposed co-Chair arrangements.

Following this letter, the task and finish group will continue to work through the leadership roles for the Partnership including time commitment, remit/role profile and remuneration before bringing proposals back to the wider partnership in advance of commencing recruitment in January.

Immediate changes as we move into LCP shadow governance arrangements

Following endorsement at the Partnership Southwark Leadership Forum on the 4th of November, an agreement was made to formally move to shadow leadership and governance arrangements in December. As a result, existing forums will need to be stood down and new boards/groups stood up with immediate effect.

We appreciate that this is a transition period so it will take time for new ways of working to bed down, and we are still working through what we want our partnership to look and feel like and the functions we will need to deliver. However, it is best that we do this through doing and evolve as we develop.

We are also mindful of the significant operational pressures that all partners are currently under and the need to ensure our governance and ways of working are configured in such a way that enables the partnership to be used as an effective vehicle for addressing key priorities for our local health and care system over the next 3-4 months (e.g. covid response, winter pressures, vaccination roll-out and hesitancy).

Existing governance arrangements – what will be stood down

- a) **Partnership Southwark Leadership Forum** – final meeting Nov 21
- b) **Partnership Southwark Delivery Group** – final meeting Dec 21
- c) **Partnership Southwark Task and Finish Group** – final meeting Jan 22
- d) **Current ‘Well’ workstream Senior Responsible Officer (SRO) arrangements** – Dec 21

- We would like to express our thanks to those members of the leadership team who have fulfilled these roles to date. From January 2022, we will be seeking to allocate SRO portfolios within the Partnership Southwark Strategic Board. Multi-agency leadership teams supporting the workstreams will therefore collectively share decision making and responsibility for driving forward their workstreams in line with Partnership Southwark objectives and priorities.

New governance arrangements – what will be stood up

Further details of each group including purpose, remit and proposed membership can be found [here](#).

a) Partnership Southwark Strategic Board (PSSB) from Mid-December 2021

The Partnership Southwark Strategic Board (PSSB) will be stood up in shadow form through three workshop style sessions in December, January, and March 2022. Once the ICS is formalised the PSSB will meet in public every two months with the ability to have a closed session as a Part B. The PSSB will operate in tandem with the borough-based board until the ICS/LCP is constituted formally. The current working date for this is 1 April 2022; however, this is subject to legislation currently going through parliament.

b) Partnership Southwark Delivery Executive from Mid-January 2022

The Partnership Southwark Delivery Executive (the Executive) will launch in mid-January and meet on a fortnightly basis initially to transact strategic direction from the PSSB into operational delivery. A starter for ten on membership for the Executive is currently being populated by representatives of the task and finish group and will be reviewed with partners in December.

It is expected that the Executive will include members of the wider borough leadership team in line with guidance from the ICS as set out in the letter to Partnership Southwark partners from the Chair of the ICS in September, alongside clinical and professional leads as and when these are recruited to at a later date.

c) Population-based Programme Boards (x4) From March 2022

Population-based Programme Boards for our 'Well' workstreams will be stood up in March 2022. The Programme Boards will meet quarterly to ensure oversight of delivery and development for all workstreams in line with agreed objectives and outcomes and serve as a point of escalation for solving workstream barriers and risks preventing delivery.

Leadership Groups will continue to meet outside of these meetings (at a frequency determined by them) and bring together core delivery teams to operate as delivery engine rooms for each workstream, with continued support from the Programme Team.

d) Clinical and Professional Advisory Group Early 2022

A refreshed Partnership Southwark Clinical and Professional Advisory Group will reconvene in early 2022 (this has been paused since the start of the COVID-19 pandemic) to work hand in hand with the PSSB on specific proposals, improve integrated service delivery, inform service redesign and improvement, and have oversight of functions such as population health management and clinical effectiveness.

We are also currently waiting on whether ICS-level funding will be made available to further develop our local Clinical and Professional Leadership model for Partnership Southwark. A proposal around

what this might look like has been developed and will be discussed at the task and finish group in January before being shared back with the wider partnership.

e) **Lived Experience Assembly Q1 22/23**

Options to develop a Lived Experience Assembly (working title) are currently being developed with input from service users/carers and communities supported by our communication team. Our ambition is to have a high-level proposal developed and endorsed by the PSSB in March, with a view to standing this forum up during quarter 1 of 22/23.

2. Partnership development support

Recognising the ambition and the changes ahead, support has been brought in to enable our partners to co-design and develop Partnership Southwark as an effective place-based Local Care Partnership (LCP) to deliver the best possible outcomes for our population and address inequalities within our communities:

- Attain will be providing support to deliver the functional mapping approach we have agreed at the task and finish group and leadership forum with a view to completing the following 3-stage development plan working with conveners and nominated leads from across the partnership:
 1. A functional review for 'safe landing' on 5 areas initially¹
 2. Future thinking of what good would look like and how this function could be delivered in the future (over 12-24 months)
 3. A Gap Analysis following stages 1 and 2 to inform our development plan.

We have revised the timelines for this work appreciating the operational pressures senior leaders and teams are under within the Partnership.

- NHS England and Improvement, NHSX and the Local Government Association will be supporting Southwark as the SEL-ICS 'place' to be part of a national population health and place development programme from mid-February 2022. The programme will support Partnership Southwark through flexible, action focused support and on the following 4 key areas:
 1. Ambition, vision, and leadership
 2. Governance, functions, and finance
 3. Population health management and integrated health and care transformation
 4. Digital, data and analytics

Our relationship manager for this work will be Katrina Percy from the National Association for Primary Care (NAPC), and we will be able to draw on the support and expertise of a consortium including IBM, The Nuffield Trust, PA Consulting, Sollis, Collaborate, UHS, NAPC and the SCIE.

The involvement of Partnership Southwark was endorsed by the task and finish group on the 29th of November. Further information will be emailed out to partners in January.

¹ *Improving Population Health Inequalities, Care pathway Transformation, Understand and working with communities, workforce and PCN Development*

If you require further information or have any questions, please do not hesitate to contact me directly.

Best wishes,

A handwritten signature in black ink, appearing to read 'Anu Singh', is displayed on a white background. The signature is fluid and cursive, with a small dot at the end.

Anu Singh

Independent Strategic Chair – Partnership Southwark