

Item No. 9.	Classification: Open	Date: 14 September 2020	Meeting Name: Southwark Health and Wellbeing Board
Report title:		Partnership Southwark Recovery Plan	
Ward(s) or groups affected:		The Partnership Recovery Plan recognises that the COVID-19 pandemic has affected everyone's lives within the borough; however, seeks to focus on those communities disproportionality affected where we know there are underlying health, social and economic inequalities.	
From:		Sam Hepplewhite, Place Based Director (Southwark), NHS South East London CCG;	
Author:		Hayley Ormandy, Programme Director, Partnership Southwark	
Recommendations:		<p>It is recommended that the Southwark Health and Wellbeing Board:</p> <ol style="list-style-type: none"> Agree the appended draft Partnership Southwark Recovery Plan, and associated leadership, engagement and governance arrangements as set out within the Plan. Agree the accountability arrangements for the Partnership Southwark Strategic Chair (<i>see appended draft role outline</i>). 	
Key risks & mitigations:		<p>The delivery of the Recovery Plan is reliant on effective partnership working and contributions from its constituent partners (input, funding, and people). As set out on slide 46, there are potential hurdles at a system level that could inhibit our ability to deliver on the plan as a partnership and therefore the intended benefits and outcomes for our local population.</p> <p>Mitigation:</p> <p>Ensure that appropriate partnership governance arrangements are in place to facilitate open and transparent dialogue, robust decision making and agreed allocation of resources up-front. Review and update memorandum of understanding with partners to reflect this.</p> <p><i>NB: Each prioritised recovery workstream is identifying key risks and mitigations as part of work-plan. This will be translated into a programme risk register and overseen within Partnership Southwark governance.</i></p>	

<p>Equality impact:</p>	<p>The Recovery Plan is based on local intelligence and the COVID-19 impact assessment undertaken by Southwark Public Health.</p> <p>The aim of the approach set out in the Recovery Plan is to tackle a range of underlying health, social and economic inequalities across our local population. Partnership Southwark will agree outcome metrics to enable the partnership to monitor the impact of the delivery of the plan on reducing inequalities and improving health and wellbeing outcomes.</p> <p>An Equality Impact Assessment will be undertaken for each recovery priority workstream.</p>
<p>Financial impact:</p>	<p>The financial challenges faced by both SEL CCG and Southwark Council are set out in the Recovery Plan, noting that overcoming these challenges is fundamental to the overall delivery of the Recovery Plan.</p>
<p>Public Engagement:</p>	<p>The draft Partnership Southwark Recovery Plan has been shared on the Community Southwark website and with provider-led groups for input from local voluntary and community sector organisations.</p> <p>It has also been shared with other interested groups, such as the Southwark Pensioners Action Group, and Forum for Equalities and Human Rights. And was discussed at the Borough Based Board in public in September with the opportunity for members of the public to ask questions relating to the plan.</p> <p>The Recovery Plan sets out how we seek to engage with local communities most affected by COVID-19 and the wider public. A summary version of the plan, and underpinning communications and engagement plan are in-development to support ongoing engagement with members of the public and other partners.</p> <p>Our engagement will seek to focus on those who have been disproportionately affected by the pandemic and to build on existing engagement across the borough.</p>
<p>Other Discussion/Engagement</p>	<p>The Partnership Southwark Recovery Plan has been developed with input from partners within Partnership Southwark.</p> <p>The final draft has been through Partnership Southwark and constituent partner organisations internal governance forums and was endorsed by the Southwark Borough Based Board on 3 September 2020.</p> <p>The plan has been positively received; however, it is recognised that the ultimate test of the partnership will be in its delivery.</p>

<p>Other Discussion/ Engagement (contd).</p>	<p>Key feedback from committees/board’s to date has been:</p> <ul style="list-style-type: none"> • The need to ensure we collectively commit to safeguarding the most vulnerable within our communities, including those outside of the social care system. • Learning from our approach to the initial crisis response to the Pandemic – in that we can be stronger if we face and respond to any further spikes or waves together. • The importance of agreeing clear and tangible outcomes that we are seeking to deliver within each of our recovery workstreams, being able to monitor progress and being collectively accountable for delivery. • Acknowledging the realities of the health and care system in which we operate, which is not without its challenges – importantly we need to face these challenges ‘head-on’ and constructively work through potential issues and barriers as good partners. • The importance of being open, transparent, and accountable to residents; and in actively engaging with our communities to shape and inform our approach to delivery.
<p>Appendices:</p>	<ul style="list-style-type: none"> i. Partnership Southwark draft Recovery Plan ii. Partnership Southwark Strategic Chair – draft role outline

1. BACKGROUND INFORMATION

- 1.1. Partnership Southwark is our borough-based local care partnership within the South East London Integrated Care System (SEL ICS). The partnership brings together SEL CCG Southwark Borough, Southwark Council, GP Federations (representing Primary Care Networks), Community Southwark (representing the voluntary and community sector), Guy’s and St Thomas’ NHS Foundation Trust, South London and Maudsley NHS Foundation Trust, King’s College Hospital NHS Foundation Trust; working closely with other partners across health, care and the voluntary and community sector, and with service users, carers and local communities.
- 1.2. Partnership Southwark was paused as a transformation programme in March 2020 to enable constituent organisations to focus on the emergency response to the COVID-19 pandemic; however, is now being stood back up through the lens of recovery and resilience.
- 1.3. As part of a wider SEL ICS COVID recovery response, Partnership Southwark has developed a recovery plan that:
 - Summarises the public health impact of COVID-19 on our local population (slides 4-8)

- Reflects our learning on what worked well and innovative ways of working during the COVID response, and what we would do differently (slides 9-17)
- Sets our priorities for the next 18 months (slides 18-35) in relation to:
 - Preparation for any potential spikes/wave 2 of COVID; ensuring this is integrated with winter planning
 - Supporting the safe and sustainable return to service delivery for all care settings
 - How we will improve outcomes for Southwark residents by addressing the underlying health, economic and social inequalities which have been brought to the forefront by the pandemic and Black Lives Matter
- Sets out some of the key challenges and inter-dependencies that we will need to be mindful of in delivering on our plan (slides 36-44, 54-56, 59-62)
- Outlines governance and leadership arrangements (slides 45-47)
- Describes how we will actively and meaningfully engage with partners and local people (slides 48-53)
- Includes high-level delivery milestones over the next few months (slide 57).

2. KEY AREAS FOR CONSIDERATION

Taking a population-based approach

2.1. Within the Recovery Plan, the Partnership has agreed priorities across four population-based workstreams (slides 22-35):

1. **Start Well** – Children and young people and keeping families together
2. **Live Well** - Supporting working age adults with joined up services that tackle the causes of ill-health and promote wellbeing
3. **Age Well** - Neighbourhood-based networks to keep people as healthy and independent as possible in their home
4. **Care Well** - Supporting those in care and residential settings for older people and physical disabilities, mental health and learning disabilities.

2.2. We have identified critical golden threads that we will deliver on across all four workstreams (slides 18-19):

- Tackling inequalities, safeguarding our population, and securing good outcomes	- Co-ordinating and developing services in communities and neighbourhoods
- Actively engaging with those most impacted within our communities	- Working in an inclusive partnership
- Investing in, and supporting, our workforce and carers	- Being clear and transparent in our decision making
- Increasing our focus on prevention and self-management	- Aligning our budgets wherever possible
- A 'no wrong door' approach to accessing support and advice	- Being data, quality, and intelligence driven
- Allocating and sharing our resources to improve the way we work and improve health and wellbeing outcomes for local people.	

- 2.3. All partners have helped shape the development of the plan and are committed to working together to deliver demonstrable impact for our residents. However, we have identified some key hurdles that have the potential to stand in the way of delivery (slide 46):
- ❖ **Achieving the required level of change:** will require every part of our system to work collaboratively towards our shared objectives. Many partners are already under-pressure and still engaged in the daily fight against the risks and impact of COVID-19. How we work together and make best use of collective resources to deliver on our plan will be critical to success.
 - ❖ **Establishing how we organise ourselves to deliver services:** that is, how we can best plan and deliver outcomes, balance the benefits of local flexibility and neighbourhood-based working with ensuring equality of access and standards, and appropriately join-up with hospital and other key services which operate across borough boundaries.
 - ❖ **Addressing underlying financial pressures:** how we will work together towards a borough-wide sustainable position for the NHS, the council, our service providers (e.g. care homes), our voluntary and community sector and the local population, in the face of existing and new financial challenges affecting us all.
- 2.4. As a partnership, we recognise the need to be honest about these challenges, but more importantly to work constructively together and with the communities we serve to overcome and address these barriers.

Our approach to engagement and involvement (slides 48-53)

- 2.5. To help inform and guide our recovery, we are drawing on the experiences and priorities of Southwark communities to fully understand the challenges they are facing and how to successfully tackle them together.
- 2.6. Working together as a partnership, we have used intelligence gathered from people and communities in Southwark prior to and throughout the pandemic to bring together this plan. Through our engagement work, we are testing this intelligence with Southwark people to ensure what we have heard truly reflects their experience; especially the experience of those who have been disproportionately affected by the pandemic.
- 2.7. To do this we are, directly and through our partners, coordinating conversations to improve our understanding, sharing public information, and ensuring all can participate inclusively in the process of designing for the future. This includes conversations with local people through Southwark Stands Together, patient participation groups (PPGs), and service user and carer forums.
- 2.8. We are also seeking to engage more inclusively with key partners beyond health and care – recognising that if we are to truly tackle inequalities we need to involve other partners such as education, local community organisations and business, informal and formal carers, care home providers and housing associations.
- 2.9. Key questions we are exploring through our engagement include:
- Are these the right priorities?
 - How confident are residents that our approach as set out in the plan will support

individuals, families and community's health and wellbeing over the next 12 – 18 months?

- How can we best support the most vulnerable people in our communities, including developing a shared understanding of what we mean by 'vulnerability'?
- How can we start to address the unequal impacts that COVID-19 has had on different communities within the borough?
- What information would people find useful to stay safe and well and be able to access services and support during this period?
- How might we engage and understand the views of local people, particularly those most affected by COVID-19?

3. Next steps

3.1. During September and October, we will:

- ❖ Finalise a summary version of the recovery plan
- ❖ Finalise an engagement and communications plan setting out more detailed approach and timetable for engagement and involvement
- ❖ Put in place governance, leadership, and resourcing arrangements for the partnership; aligned to delivery of recovery plan
- ❖ Develop detailed implementation plans for each recovery workstream
- ❖ Agree outcome metrics and monitoring frameworks to measure intended benefits/outcomes in the short, medium, and long-term for each recovery workstream
- ❖ Expand our Partnership Southwark programme team including the recruitment of a Strategic Chair (see appended role outline), which we are proposing is accountable to the Partnership Southwark Strategic Board (see slide 47 of the recovery plan).