

Lambeth Together Interim Strategic Board

Wednesday 27 November 2019 11.00– 13.00

We are 336, Brixton Road

Attendees:

Alliance Leadership Board Members		
Cllr Jim	Dickson (Chair)	Lambeth Council
Sandra	Jones	Lambeth PPG Network
Adrian	McLachlan	Lambeth CCG
Cllr Ed	Davie	Lambeth Council
Graham	Gardiner	Age UK Lambeth
Therese	Fletcher	Lambeth GP Federations
Penelope	Jarret	Local Medical Committee
Catherine	Pearson	Healthwatch
Sue	Bowler	GSTT
Heather	Gilmour	Kings College Hospital
Tony	Parker	Lambeth LBC/CCG
Laval	Lebon	Lambeth LBC/CCG
Denis	O'Rourke	Lambeth LBC/CCG
Di	Aitken	Older People's GP Lead
Christine	Caton	CCG
Pete	Hesketh	Lambeth Council
Sadru	Kheraj	GP lead
Liz	Clegg	Lambeth LBC/CCG
Neil	Robertson	Living Well Network Alliance
Project Group Attendees		
Andrew	Parker	Lambeth CCG
Tom	Barrett	Lambeth Together
Julian	Walker	Lambeth CCG
Jess	Roycroft	Lambeth Council
Jane	Stopher	Neighbourhoods Alliance
Alex	Hunt	Lambeth CCG
Apologies		
Fiona	Connolly	Lambeth Council
Annie	Hudson	Lambeth Council
Bayo	Dosunmu	Lambeth Council
Sue	Gallagher	Lambeth CCG
Andrew	Eyres	Lambeth CCG/Council

Summary

1. Welcome, introductions and apologies

Cllr Dickson introduced the meeting and welcomed the members of the Lambeth Together Interim Strategic Board. He noted that Andrew Eyres, who will normally chair, had sent his apologies

Apologies were received from Fiona Connolly, Annie Hudson, Bayo Dosunmu, Clare Culpin and Sabera Ebrahim

2. Context – Lambeth Together, how did we get here?

Cllr Dickson and Adrian Mclachlan, Chair of NHS Lambeth Clinical Commissioning Group, provided an overview on the Lambeth Together journey.

The new Lambeth Together Strategic Board would move to a formal basis in April 2020. Until then it would meet as an interim Board sitting alongside the Commissioning Committee for Mental Health and Older People.

The new Board should be seen as a natural progression from many years of work toward integration.

The shared vision for Lambeth Together had been agreed previously with the aim to improve care and outcomes within the financial constraints laid out while improving the experience of those delivering care. There was a large amount still to do and a need to accelerate progress.

The Health and Health and Wellbeing Board had been operating for seven years and much of the decision making that had taken place in that meeting would now take place in this new strategic Board. This provided an opportunity to rethink the remit of the Health and Wellbeing Board. It was thought that the Health and Wellbeing Board could become a key portal for citizens to contribute to the discussion. A development session in January had been set up to discuss how the Health and Wellbeing Board could best serve the community.

RESOLVED

The update was noted.

3. System stories

Catherine Pearson, Healthwatch, presented a system story articulating our work as an integrated place-based health and care system.

The Healthwatch Strategy was comprised of three parts, establishing engagement, information sharing and being proactive in public participation. A weekly outcome programme was in place.

Participation was difficult and different ways of improving engagement had been examined at the recent Healthwatch AGM. Four workshops looking at the delivery alliance had been run and the results written up.

Further work on the development of Lambeth Together's approach to engagement was being coordinated by the CCG. It was noted that the PPG network had not been invited to an initial meeting on this. It was noted that this was an oversight as it was essential that a breadth of experience was included in the discussions going forward. Cllr Dickson thanked both Healthwatch and the PPG Network for their work in this area.

RESOLVED

The update was noted.

4. How we're going to work together

Graham Gardiner, Director of Age UK, facilitated a session and asked that the Board break in to small groups to discuss how the Board should work together. In sharing the feedback from the following points were noted:

- Buying power should be increased allowing for better value to be obtained.
- Lambeth Together should be a forum where people could be human and kind, where honest communications could take place between partners.
- A balance would need to be struck in delivering accountably, providing scrutiny and solving problems.
- There would be a need to strike the right balance between a corporate and 'bottom-up' approaches.
- Learning could be taken from the Living Well Network.
- There were question of how Children's could be brought in to the discussion.
- There was a need to fully involve the community voice.
- Things would need to be done differently and inefficient ways of working would be discontinued.
- Decision making structures would need to be understood.
- A breakfast meeting was suggested as in the Living Well Network Alliance

RESOLVED

The output of the conversation would be fed back at the next meeting.

5. Interim governance arrangements

Andrew Parker, Director of Primary Care Development NHS Lambeth CCG, presented the draft Terms of Reference (TOR) for the Lambeth Together Strategic Board.

The Board provided comments on the draft terms of reference document.

It was suggested that the public facing accountability aspect was missing from the document and that membership should include providers, advocates and increased diversity. Andrew agreed with these comments and asked for suggestions as to how this could be rectified.

The Interim Board would become a meeting in public from April.

It was suggested that the TOR should be simplified to give an overview of the work of the Board that could be understood by someone without experience of its workings.

The responsibilities of the Board would be wider than the previous remit of the Commissioning Committee for Mental Health and Older People. The TOR as presented was developed out of the existing responsibilities of the Committee in Common and the Lambeth Together Board.

This Board was the first to be established within South East London and learning from it would be shared across the region.

RESOLVED

Board members to send comments on the TOR to Andrew.

6. Minutes of the previous meeting of Lambeth Together Leadership Team – 11 October 2019

The Minutes of the Lambeth Together meeting of 11 October were agreed as an accurate record.

7. Lambeth Together – programme highlight report

Andrew Parker presented a highlight report presenting information in a tabular RAG format.

The Lambeth Together programme was progressing well but particular focus was needed on budgets, equalities, properly describing benefits and enabling. The programme had come a long way.

The Living Well Network Alliance was progressing well. There were a number of risks but these were being managed.

Children's and Young people had held the first meeting of the integrated Commissioning and Delivery Alliance Board and a work programme was in development.

RESOLVED

The document would continue to be amended and used for future highlight reporting.

8. Neighbourhood Alliance update

Liz Clegg, Interim Director, Integrated Commissioning, Adults and Sue Bowler, Joint Director, Integrated Care, Guy's and St Thomas' NHS Foundation Trust, presented a paper setting out an ambition of moving to a more holistic, preventative and social approach in supporting people with all aspects of their health and wellbeing and tackling health inequalities.

The briefing was put together following feedback from the Leadership Group and a workshop.

Two further workshops were planned, the first looking at what the Alliance would do and the second in January looking at how the Alliance should work together.

It was questioned where GPs fit into this the Alliance and it was asked that advice be given as to what meetings should be prioritised. Liz would check which GPs were involved.

There was a need to get better at communicating with colleagues following meetings. It was suggested that 3 key bullet points should be circulated following each meeting. This would be picked up in the January workshop.

RESOLVED

The update was noted

Part B

PART B

9. Minutes of the previous meeting of Committees in Common – 30 October 2019

The minutes of the Commissioning Committee for Mental Health and Older People on 30 October were agreed as an accurate record.

10. Finance and performance reports

Christine Caton, Chief Financial Officer, Lambeth CCG and Pete Hesketh, Assistant Director of Finance, Lambeth LBC presented the month 7 finance report.

There was a year to date overspend of £3.4m for the first seven months and a forecast outturn overspend of £6.25m. This was an improvement of £301k from the previous month.

Significant overspends were reported across all the aligned and pooled budgets. For aligned budgets each commissioner was responsible for overspends in their own areas. For the CCG these overspends are being offset by using the CCG's contingency reserve and non-recurrent funding.

Council budget pressures are being funded through the iBCF spring budget announcement money, which has provided Lambeth Council with £4.3m of increased funding, along with funding for winter pressures and reserves.

The importance of managing underlying pressures was highlighted.

Older People Services were showing a year to date overspend of £2.4m and a forecast outturn position of £3.6m. For the Council overspend related mainly to overspends in home care. The CCG's overspend related mainly to A&E and non-elective activity, as well as physical disability continuing healthcare placements.

The overall forecast overspend for Mental Health across the CCG and Council was £2.5m. For the Council the increasing costs in this area were associated with a small number of clients with deteriorating physical health and long standing mental health needs. This has highlighted limited placement options in the current market.

There was a continued focus on savings work to support movements into more independent accommodation and maximising the use of supported accommodation step down options through IPSA to manage some of these pressures.

The pressures on acute inpatient activity is managed with the SLaM block contract and a recovery plan is in place to manage the underlying activity pressure. Use of private inpatient beds has reduced significantly.

RESOLVED

The report was noted.

11. Lambeth Hospital

Denis O'Rourke, Assistant Director Mental Health & Adults (Integrated Commissioning) NHS Lambeth, presented detail of proposals for the Lambeth Hospital site.

The strategy in place would use the capital receipt from the sale of the Lambeth hospital site to fund provision at Maudsley Hospital. A pre-consultation business case (PCBC) was being prepared as part of this process.

A consultation and engagement group had been set up with Lambeth Council the CCG and partners and the first set stakeholder engagement events were being run.

Initial discussion had been had with Lambeth Overview and Scrutiny committee and the item was scheduled for full discussion at this Committee at the end of January. The proposal would place Lambeth Beds on the Maudsley site in Southwark. A joint

Lambeth and Southwark Overview and Scrutiny meeting was due to take place but had been delayed due to the election period.

Proposals had been discussed at the London Clinical Senate who had agreed with the rationale but asked for guidance on a number of issues.

The Southwark Planning Committee had discussed the Maudsley redesign and planning permission had been granted.

A full public consultation would begin mid-March 2020.

Cllr Davie noted that this had been a much better process than at previous times and there had been an attempt to engage elected members at an early stage. He offered to speak to elected members in Southwark if needed.

RESOLVED

The Board noted the update.

DRAFT

