

<b>Programme Manager</b>	Tom Barrett	<b>SRO</b>	Andrew Eyres	<b>Period</b>	September 2020
<b>Vision</b>	<b>To improve health and wellbeing and reduce inequality for people in Lambeth</b>				
<b>Programme Description</b>	Lambeth Together is a partnership of NHS, Council and voluntary sector organisations working together with local people and stakeholders to help our residents maintain their health and wellbeing and provide more joined up local health and care. This is a programme for the delivery of a range of delivery alliances (Living Well Network Alliance, Neighbourhood and Wellbeing Delivery Alliance, Children and Young People, and Personalised Support (TBC)) and an enabling programme consisting of a range of enabling, culture and ways of working elements.				



## Programme status

↑	Better RAG than previous period	<b>G</b>	No deviation, plan is on track
→	Same RAG as previous period	<b>A</b>	Deviation is likely. Mitigation is being planned to remain on track
↓	Worse RAG than previous period	<b>R</b>	Deviation has occurred. Mitigation not planned or insufficient.

Programme/ Alliance	Overall RAG Status		Direction of Travel	Comments <i>Reasons for Amber or Red status</i>
	Last Period	This Period	↑→↓	
Programme management	A	N/A		Programme management of the Lambeth Together programme was in abeyance for the period of the initial Covid-19 outbreak restarting in September 2020. Additional resource (Project Officer) is now in place to support the programme and delivery alliances. The programme will undertake some reframing in the next period to align with the Borough Recovery Plan.
Living Well Network	A	A	→	The Staying Well prototypes have been agreed with Primary Care colleagues and will commence in September. Risk assessments of all Alliance buildings have been completed, enabling the safe usage of these facilities for staff and the people we support. 10th July a Virtual meeting was held with the AOT and the Network Providers. Key challenges in the alliance relate to maintaining support through the covid-period including staff numbers, service levels and contingency plans. There continues to be a risk of a surge in referrals in response to Covid-19. The absence of an agreed 20/21 financial settlement due to Covid-19 makes new investments challenging.
Neighbourhood and Wellbeing	A	A	→	Much of the Alliance led work, including governance meetings, was paused as partners responded to phase one of the pandemic. This has also been the case for some of the partner led service developments which deliver elements of the Alliance delivery model. However, there have been elements of the Neighbourhood model which have accelerated during the first phase of Covid-19, notably the integration of Intermediate Care Lambeth, connections with the voluntary community sector and proactive support to people with vulnerabilities.
Children and Young People	G	G	→	A process of reviewing existing governance arrangements and meetings to ensure the ideal structures and meetings are in place in order to drive this work forward has concluded. Next steps and key workstreams were discussed and agreed following August meeting and work is ongoing to establish working groups, as well as a more formalised and planned pattern of Board meetings
Complex Personalised Support	G	R	↓	Previous activity developing the complex personalised support alliance was halted during the covid period. Further work is required to identify next steps for the alliance including alignment with the appropriate part of the Borough Recovery Plan
Culture and Ways of Working	A	A	→	Communications and engagement working group has reformed and is actively contributing to engagement on the Borough Recovery Plan. Organisational development programme of activity is to be developed



# Programme activity, milestones and deliverables 1/2

Programme	Milestones and deliverables achieved this period	Milestones not completed	Milestones and deliverables for next period
<b>Programme management</b>		<ul style="list-style-type: none"> <li>• Previous programme activities were paused for Covid</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Board - 23 September</li> <li>• Programme alignment with Borough Recovery Plan</li> </ul>
<b>Living Well Network Alliance</b>	<ul style="list-style-type: none"> <li>• Prioritising crisis and urgent referrals to the Single Point of Access</li> <li>• Temporary reorganisation of Living Well Centres from three sites to two</li> <li>• Maintaining regular contact with most services users</li> <li>• Working with SLaM to ensure sufficient capacity and implement clinical protocols across the inpatient estate</li> </ul>		<p>Developing recovery plan which will be incorporated into an 18 month Business Plan incl.</p> <ul style="list-style-type: none"> <li>• Review of how the impact of the Alliance is measured</li> <li>• Taking forward key service developments including co-producing a primary care/neighbourhood mental health support offer (Staying Well) and a new Personality Disorder pathway</li> <li>• Co-designing a culturally appropriate model of mental health peers support</li> <li>• Continuing the review and reshape of community supported living and vocational support</li> <li>• Lambeth Shared Measurement System launch</li> <li>• Review the Alliance's risk share arrangements</li> </ul>
<b>Neighbourhood and Wellbeing Delivery Alliance</b>	<ul style="list-style-type: none"> <li>• Leadership group stood up in June post Covid</li> <li>• Review of governance, leadership and work planning underway</li> <li>• Six newly configured work streams agreed, which align to the Borough recovery plan</li> <li>• 7 building principles set out that will underpin the delivery plans in each workstream</li> <li>• Engagement and representation of key stakeholder groups under review in order to increase engagement in co-design</li> <li>• Consideration of reference groups to be established</li> <li>• Partner funding for 2021-23 reviewed and most commitments in place</li> <li>• Alignment of GSTT Charity funding discussions in progress</li> </ul>	<ul style="list-style-type: none"> <li>• Previous programme activities were paused for Covid</li> <li>• Partner Alliance functioned extremely well during Covid.</li> <li>• Learning from this has been utilised in developing the refreshed governance arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and forward plan new governance arrangements – with membership and terms of reference, scope and outcomes for each workstream</li> <li>• Confirm all partner funding commitments for 2021-23</li> <li>• Continue review of VCS and residents representation and involvement in leadership and workstreams</li> <li>• Work with Lambeth Together leadership to establish reference groups</li> <li>• New leadership arrangements in place (&lt;30/9/20)</li> <li>• Establish 6 workstreams (&lt;30/10/20)</li> <li>• Produce delivery plans for each workstream (&lt;31/12/20)</li> </ul>



# Programme activity, milestones and deliverables 2/2

Programme	Milestones and deliverables achieved this period	Milestones not completed	Milestones and deliverables for next period
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>Met for the third time in August 2020, at which we discussed a broader establishment of the programme in the light of Covid and the system-wide recovery plan</li> <li>This has included establishing a number of key workstreams following the agreement of the wider children's governance changes.</li> <li>TORs for the workstreams have been drafted and the TOR for the board itself has also been redrafted.</li> </ul>		<ul style="list-style-type: none"> <li>Next meeting in early September at which TORs are aiming to be signed off.</li> <li>Immunisations taskforce to be established and developing a plan.</li> <li>Finalise and agree the new TORs for the workstreams and sign off revised board TORs (&lt;Oct 2020)</li> <li>Establish the 3x workstreams, with leads and aims / objectives finalised (&lt;Oct 2020)</li> <li>Support development of the immunisations taskforce, led by Primary Care commissioning colleagues (&lt;Sept 2020)</li> </ul>
<b>Complex Personalised Support</b>		<ul style="list-style-type: none"> <li>Previous programme activities were paused for Covid</li> </ul>	<ul style="list-style-type: none"> <li>Further conversations to take place to develop next steps for the workstream in the context of the Borough Recovery Plan</li> </ul>
<b>Culture and Ways of Working</b>	<ul style="list-style-type: none"> <li>Community listening event held on 4 September to support the development of the Lambeth Together Draft Covid-19 Recovery Plan</li> <li>Production of a summary of the Draft Covid-19 Recovery Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Continue development of Lambeth Together Communications and Engagement Group</li> <li>Development of focused and targeted engagement support offer to delivery alliances</li> <li>Develop OD programme of work</li> </ul>



# Programme risks



		RISKS		Impact	
		Minor (1)	Significant (2)	Serious (4)	Major (8)
Likelihood	Very Likely (4)	4	8	16	32
	Likely (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Very Unlikely (1)	1	2	4	8

Summary of Top Risks				
<i>Risks where assurance is weakest – risk score is after mitigation</i>				
Lead	Programme	Risk Description	Risk Score	Actions / Assurance
SP	LWNA	Recovery Plan fails to deliver required savings leaving a significant cost pressure for the Alliance	16	Assurance Group driving plan. Programme Manager in place. Additional roles identified to help deliver savings in complex placements and transforming care. Procurement of block placements framework agreement increases ability to reduce contract values. £400k saved in 2019/20, £380k savings for 2020/21 identified to date.
JB	NWDA	Being able to agreed shared objectives and deliver progress at pace	12	Review of governance arrangements to enable delivery at pace on identified areas of work
JB	NWDA	Continuing competing pressures for partners and stakeholders	12	Reworking of delivery into 6 workstreams to enable organisations to field relevant staff with smaller more focussed portfolio's
JB	NWDA	Small programme staffing resource limits rate of delivery	12	GSTT transformation team providing support for cover recruitment completed



# Programme issues



Issue severity	Description	Issue Severity	Description
Critical	Issue will stop project progress.	Medium	Issue impacts the project, but could be mitigated to avoid an impact on budget, schedule or scope.
High	Issue will likely impact budget, schedule or scope.	Low	Issue is low impact and/or low effort to resolve.

Summary of Top Issues				
Ref	Programme	Issue Description	Impact	Actions
1	LWNA	Continued inability to recruit to core health posts	High	Recruitment plan is in place in SLAM, which is being supported by the Trust. Where appropriate we are looking at a flexible approach to role in the Alliance and using opportunities with the partners where appropriate. We are planning a joint AMT/AOT session to identify solutions to recruitment.
2	LWNA	Insufficient available funding to implement agreed model and develop new prototypes	High	Contract Tracker completed. Services such as Staying Well will be introduced later than planned and piloted on a smaller scale, which will reduce costs in 20/21.
3	LWNA	Covid 19 means we have insufficient staff to deliver services	High	Emergency rota in place in SPA with crisis and urgent cases being prioritised, LWCs have been consolidated to two, with high and medium risk cases being prioritised along with depots/clozapine. Social workers are prioritising safeguarding and welfare cases. Staff set up to work from home wherever possible. Twice weekly COVID 19 borough meetings to respond to system challenges. AOT and AMT are both now returning to BAU as part of reshaping plan.
4	LWNA	Surge in demand for MH support at all levels following Covid 19-19 that we cannot meet demand.	High	Reshaping plan to maximise availability and productivity of staff, continued collaboration across system (e.g. IAPT), regular monitoring of activity, development of staying well offer will improve 'on the ground intelligence' and our ability to maintain people under primary care support
5	NWDA	Resetting governance and work programmes	High	Lambeth Council are developing proposals for a formal VCS framework to support co-production. Rapid set up of workstreams through Oct 20
6	NWDA	Covid continuing to disrupt resumption of service delivery	High	Workstreams structure should enable focus on recovery and delivery of alliance objectives, and inclusion or refresh of pre Covid plans as appropriate
7	NWDA	Financial pressure across the system	High	Streamlining of leadership and focus on Borough recovery plan



# Strategic programme risks and issues (work in progress)



		Impact			
		Minor (1)	Significant (2)	Serious (4)	Major (8)
Likelihood	Very Likely (4)	4	8	16	32
	Likely (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Very Unlikely (1)	1	2	4	8

Draft Top Programme Risks (where assurance is weakest)			
Ref	Risk Description	Risk Score	Actions / Assurance
	The financial position of one or more partners, or one or more alliance, results in an inability to deliver programme outcomes		[needs completing]
	Organisational change and churn threatens the development of relationships, trust and leadership in the system		[needs completing]
	System leadership is not focussed and short-term demands are prioritised over Lambeth Together work		[needs completing]
	Failure to effectively engage including with Lambeth's diverse communities		[needs completing]
	'Second wave' of covid-19 results in the redirection of resource away from Lambeth Together activity		[needs completing]

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High	Issue will likely impact budget, schedule or scope.	Low	Issue is low impact and/or low effort to resolve.

Top Programme Issues			
Ref	Issue Description	Impact	Actions
	Covid-19 results in inadequate resource to deliver recovery/transformation plans	High	Alignment of borough recovery and delivery alliance plans