

Report to: Lambeth Together Strategic Board

18 November 2020

Report Title	Lambeth Together Programme Update Report
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Summary	The purpose of this paper is to update the Strategic Board on the continuing development and implementation of the Lambeth Together Programme – including implementing the Covid-19 Recovery Plan.
Recommendation(s)	<p>The Strategic Board is asked to:</p> <ul style="list-style-type: none"> • Note the status of the Lambeth Together programme, including the implementation of the Covid-19 Recovery Plan.

Lambeth Together – Integrating Health and Care in Lambeth

1. Introduction

The purpose of this paper is to update the Lambeth Together Strategic Board on the continuing development and implementation of the Lambeth Together programme, including the Covid -19 Recovery Plan

2. Context

It is intended that Lambeth Together will be our fully integrated health and care system, bringing together the great things we are already doing and planning even more in support of our collective vision to improve health and wellbeing and reduce inequalities. Lambeth Together is:

- A way of working, a culture that unites us all
- The way we organise services around people and places
- How we work together as a whole system

Lambeth Together is based on alliance principles, underpinning how we work together. Those principles are:

- To assume collective responsibility for all of the risks involved in providing services under this Agreement
- To make decisions on a 'Best for Lambeth people' basis
- To commit to unanimous, principle and value based-decision making on all key issues
- To adopt a culture of 'no fault, no blame' between Alliance Participants and seek to avoid all disputes and litigation (except in very limited cases of wilful default)
- To adopt open book accounting and transparency in all matters
- To appoint and select key roles on a best person basis
- To act in accordance with the Alliance Values and Behaviours at all times

Within the overall whole system there are 'packages of work' or 'delivery alliances' for specific populations and people. The proposed delivery alliances will be made up of partner members who are best able to deliver the work. Over time, each delivery alliance will have a set resource envelope and an empowered leadership team who will lead and govern delivery and be held accountable for delivery and achievement of the outcomes.

The Delivery Alliances that we are working towards are:

Neighbourhood Wellbeing Delivery Alliance - set out an ambition for the next 7-10 years, to move to a more holistic, preventative and social approach in supporting people with all aspects of their health and wellbeing and tackling health inequalities. During 2020, the Alliance aims to bring together services, activities and community assets by local area or 'neighbourhood', with each neighbourhood working towards improving the health and wellbeing of its local people.

Living Well Network Alliance – formalising the Living Well Network into an alliance contract which went live in July 2018, the Living Well Network Alliance has a range of functions to support those who are experiencing mental distress or at risk of experiencing mental illness and distress.

Children and Young People – building on the excellent partnership working already in place,

over time, an alliance with its own dedicated funding and leadership team for children and young people to further enable implementation and sustainability, to build on the Children and Young People's Plan and 'Lambeth Made'.

Complex Personalised support – for people who require personalised care including those with learning or physical disabilities, those with specific conditions or who are at the end of their life. A network of support will enable the person to live their life to the full.

Moving to a whole system together requires many changes which are 'backstage'. It is the technical aspects of governance, finance and contracts. In the future, these will be integrated in the form of the Lambeth Together Strategic Alliance.

3. Covid-19 and 'recovery'

Planning and managing through the initial wave of Covid-19 meant a pause to the delivery of many elements of the Lambeth Together programme as scheduled.

During this period partners continued to engage proactively and effectively through various fora, including through the twice weekly Lambeth Covid-19 Borough Response Group (CBRG). As well as ensuring key elements of responding to the pandemic have been managed that group was also been responsible for the development of the Lambeth Covid-19 Recovery Plan. The final version of that plan was received at the last meeting of the LTSC in public on 23 September 2020 and remains available and accessible, together with a new shorter public facing summary, on the Lambeth Together website.

www.lambethtogether.net

The Recovery Plan has been developed by Lambeth Together partners to help guide our priorities and actions over the next eighteen months, while recognising that many uncertainties persist. We sought to draw on the learning and experience of professionals and our teams, of voluntary sector partners and, most importantly, of resident and community voices, of all ages. Covid-19 has thrown a spotlight on many of the existing inequalities that exist in health outcomes of Lambeth's population, in access to care and in the experience of individuals and carers.

Our Recovery Plan sets out where we want to work together in partnership across the borough to drive change and improvement, addressing the real and pressing challenges of Covid-19, but also as a further catalyst to action to address our underlying Lambeth Together mission to improve health and reduce health inequalities within the borough.

The plan sets out how we will tackle the challenge of recovery including by working through our three Lambeth Together Delivery Alliances and other partnership arrangements, as follows;

1. Our response to a potential second wave of Covid-19

Through our weekly Lambeth Executive Group Meeting, we review:

Activity data

- Surveillance data primary care
- Public Health surveillance dashboard
- South East London Covid cases and deaths
- South East London Acute Trust Totals

Lead area updates

- Borough Recovery Plan
- Outbreak Control Plan
- Care Homes Support
- Testing – Antibody and Antigen
- Shielded Patients
- Communications
- Other areas by exception

Register of key and urgent decisions

2. Our high level commitments to address health inequalities

Our key activity here is to ensure appropriate data capture and review and most recently to develop scoping options for a potential Lambeth Together Equalities Oversight Group/Process

3. Our key Priority Actions, delivered across seven programme areas:

Lambeth Staying Healthy Board - To commence from December 2020

- Staying Healthy initiatives
- Sexual Health

Our Delivery Alliances - see below

- Children and Young People Delivery Alliance
- Neighbourhood and Wellbeing Delivery Alliance
- Living Well Network Delivery Alliance

People with complex care needs - To commence from December 2020

- Learning Disabilities and Autism (LDA) and People with Continuing Complex Needs
- Homeless and rough sleepers

Associated recovery actions are set out for each of those areas. We will now incorporate reporting on the delivery against those key actions within the Lambeth Together programme reporting and will draw out particular themes in this highlight report and at future LTSB Meetings. The reporting process and content will be incrementally developed over the coming weeks, building on the programme reporting format for the delivery alliances contained in the attachment to this report.

4. Recovery Plan actions – Our Delivery Alliances

4.1 Neighbourhood Wellbeing Delivery Alliance

The Alliance has re-focused and built on original objectives of delivery of services through neighbourhood communities to include implementation of the Borough Covid-19 recovery plan and supporting the response to COVID through winter 2020. The structure for leadership and delivery has been significantly revised in order to improve pace of delivery and breadth of

engagement with stakeholders. The streamlined decision making and leadership structure includes the senior leadership group and six workstreams that will provide the focus for delivery. These workstreams will have a broad, inclusive membership with subject level interest or expertise - there will be a responsibility for all partners in the alliance and members of the governance structures to deliver on these priorities.. Previous delivery group will be disbanded.

The six initial priority areas for workstreams for 2020-21 are:

- Meeting the needs of those most at risk
- Delivering improvements in access to outpatient services
- Prevention
- Living well with chronic pain
- Quality at the end of life
- Support to care homes

Each workstream will work to a set of building principles, and include clear outcomes related to these in each of their work plans. These building principles are:

- Focus on neighbourhoods, neighbourhood working and delivery
- Addressing inequalities
- Reducing loneliness
- Ensuring digital inclusion/ preventing exclusion
- Addressing mind and body impacts together
- Supporting carers
- Enabling and developing the workforce

4.2 Lambeth Living Well Network Alliance (LWNA)-

The alliance is in the process of agreeing its business plan until March 2022 to be signed off in December 2020. This includes the relevant parts of the recovery plan, service design and physical moves. Services remain open and contingency plans continue to be deployed in line with covid regulations. The risk share agreement will also be considered at ALT in December. The Alliance is part of a SLaM bid for mental health transformation fund, Lambeth's share is expected to be approx. £1m for 2021-22. Key challenges in the alliance relate to maintaining support through the covid-period including staff numbers, service levels and contingency plans.

4.3 Children and Young People

Focus in the last period has been on the establishment of the Children and Young People's integrated commissioning and delivery alliance board and associated workstreams. These workstreams are:

- Emotional health and wellbeing
- Early Years
- Community Health

We are in the formation stages of this work at present with establishment of the workstreams progressing in November and December.

4.4 Complex Personalised Support

An initial workshop was held on the 19th November to develop the scope of the personalised care and support work stream (now complex personalised support). At that workshop, attended by a range of parties and stakeholders, it was agreed that the focus should be targeted to people with a defined level of complexity rather than a specific group or 'cohort'. A second workshop took place on 20th January, to which attendees brought case studies of 'complex' service users to help define the levels of complexity and create a defined work stream focus.

The third planned workshop was cancelled due to Covid-19 and further conversations will take place to develop next steps for the workstream in the context of the learning disabilities & autism and people with continuing complex needs priority in the Borough Recovery Plan

5. Recovery Plan priorities

5.1. Staying healthy

Our Staying Healthy commissioned services have now remobilised and include a remote/digital offer. The weight management service has been re-engaging those who had previously just started the programme and/or those who were put on the waiting list due to Covid-19. The specialist stop smoking service continued to operate throughout the pandemic and has successfully scaled impact, supporting increased numbers of clients via a remote model. Staff report they have adapted well, developing new skills to deliver services remotely and they have been offered update training which includes remote delivery skills where applicable. Most service users are feeding back that they are happy with, or prefer, the new approach and like the flexibility.

We are taking a wider population health approach to provide some support to those who may find it difficult to access the re-designed services including promoting the national Better Health campaign and local Your Health Lambeth web resource.

NHS Health Checks were paused due to first wave of Covid-19. Following national guidance we worked with the GP Federation and providers to remobilise the NHS Health Check service. Alternative methods of providing elements of the Health Check service were developed, including telephone consultations and follow up calls for those who were already undergone earlier health check tests. We also worked with the GP Federation to remobilise a service targeted at the most vulnerable, especially those most vulnerable to COVID.

Substance Misuse

Open access was maintained via phone/online during the first wave and second wave. The only changes to services are tele/key working replacing face-to face. Inpatient and community detoxes are available as normal. Alcohol numbers into treatment increased during the summer and we will review these numbers after the November lockdown to assess overall impact and to inform the further development of the Alcohol Action Plan.

Acknowledging the particular impact that COVID on vulnerable groups and poorer health outcomes, we continue to work closely with colleagues within the Council and other stakeholders to assess and develop innovative ways of engaging and retaining the most vulnerable in treatment, for example, with "in-reach" into hostels and collaborative working with services that support vulnerable groups.

5.2. Sexual health

HIV Prevention and Sexual Health Promotion outreach work to men who have sex with men paused during the initial lockdown where direct face to face or community-based work was commissioned. Alternative arrangements have been agreed and provision of online services have begun. Online targeted work and provision of condoms through home delivery is being achieved.

A sexual health promotion programme for adults launched in April 2020 and has been designed to tackle inequalities, focusing on heterosexual adults and primarily black and other BME women. In the first lockdown, the programme did initial programme shaping and engagement online, working with other community organisations to do so. Capacity building and community engagement is now underway.

HIV Pre-exposure Prophylaxis (PrEP) funding has now been allocated for Lambeth. Lambeth sexual health services are now delivering PrEP via their clinics. Patients can access the service through booking appointments via the phone or online.

In Lambeth, Southwark and Lewisham (LSL), we are undertaking an impact analysis of Covid-19 to understand the impact of the pandemic on sexual health services. The impact analysis is feeding into a Lambeth-led southeast London (SEL) Sexual Health Service Programme of Change. This is underway with meetings among SEL commissioners having taken place and work started on developing a project plan which will include looking at the impact COVID-19 has had on the most vulnerable groups, new ways of working and effective SRH and GUM services beyond 2021.

Sexual Health London (SHL), the pan-London e-service that offers testing for STIs online, now offers routine and emergency contraception online. We have commissioned this service for our residents.

People with complex care needs

5.3. Learning disabilities and autism and people with continuing complex needs

We have been taking steps to ensure key aspects of the complex care recovery plan are back on track, following the COVID pause. This has included, but is not limited to, ensuring we accelerate the pace in relation to delivery of continuing healthcare assessments, delivering against the Learning Disability and Autism Programme, and working with providers to open up access to community support provision within a COVID secure model. In light of the second wave we will work with partners to ensure that, where it is safe and appropriate to do so, services that individuals and families rely on are supported to continue to operate.

5.4. Homeless people and rough sleepers

Accommodation during the Covid crisis

- Lambeth procured a block booking of 88 hotel rooms in borough, 55 of which were specifically allocated to rough sleepers, with a further 13 rooms for rough sleepers at a hotel in Camberwell and 7 at a former hostel site awaiting conversion.
- Occupants at the hotels were supported by partners from Thames Reach, St Mungo's and SHP who were flexible about pre-existing working arrangements and food was provided through partnership with Streets Kitchen and security funded by the council.

- The hotel block bookings have now been decanted with people moving on to a variety of destinations including supported housing pathways and privately rented accommodation.

Next Steps Accommodation Programme

- In August 2020 the MHCLG announced a funding pot of £105 million to secure further accommodation options and support for rough sleepers who had been brought into emergency accommodation under the “Everyone In” call.
- The funding was open to all Local Authorities in England to be awarded via a competitive bidding process. It is revenue funding only and is required to be spent by March 31 2021
- Lambeth successfully bid for funding to provide staffing for 2 new schemes providing 30 extra beds for rough sleepers during the winter months and up to March 31st 2021.

Rough Sleeping Accommodation Programme

- This is a further package of Capital and Revenue funding extending until March 2024. The Greater London Authority (GLA) are responsible for administering an allocation specifically ring fenced for London which totals c.£67 million (£58 million capital and £9 million revenue).
- Lambeth successfully bid for funding to update and modernise two accommodation based schemes intended for long term use for rough sleepers and to commence a Housing First pilot in Lambeth for up to 10 complex needs rough sleepers who have experienced repeated homelessness

Cold Weather Fund and Protect Programme

- The MHCLG has recently announced there will be 2 further pots of funding released to assist rough sleepers (10 and 15 million respectively) but at present no details around how it will be allocated have been released

6. Culture and Ways of Working

The work stream is a key enabler in progressing Lambeth Together and its ambitions to integrate services across the system with the person in the centre. There are three main areas of work; communications, engagement and people/organisational development.

6.1. Communications

The [Lambeth Together website](#) continues to be used to share information on the partnership’s work. Here we publish information on the Lambeth Together Strategic Board including meeting details and papers. Following approval at the September meeting, the news pages were refreshed with the final versions of the [Lambeth Together Covid-19 Recovery Plan](#) and more public-friendly [Summary](#) along with questions to support ongoing engagement.

The [Lambeth Together Twitter channel](#) has stepped up activity, doubling its number of followers since September, raising awareness of Lambeth Together partners’ Covid-19 recovery work and sharing information on partner events and activities. These have included the launch of the Lambeth Carers’ Card, South East London CCGs’ Big Health Week for people with learning disabilities, the winter Flu vaccination campaign and the Lambeth Young Black Men’s Mental Health Project with Black Thrive and SLAM. Partners are asked to use the @LambethTogether Twitter handle and #LambethTogether and #LambethLivingWell (for the LWNA). Social media activity will seek to communicate key messages from the seven

workstreams of the Lambeth Together Recovery Plan in the next period.

A review of communications priorities and requirements for the seven key areas of the Lambeth Together Covid-19 Recovery Plan for Health and Care is underway, with a focus on the next three months. The Communications and Engagement Steering Group will be used to coordinate communications, ensuring that key messages for service users, patients and carers, the wider public, staff and stakeholders are developed for sharing by all partners and that workstreams have access to expert advice and support.

6.2. Engagement

The Community Listening event on 4 September informed the priorities set in the Lambeth Together Covid-19 Recovery Plan that was approved at the September meeting of the LTSB. Following this, the focus has shifted to the priority programmes and specific initiatives within the Recovery Plan, where more targeted engagement will be needed with people who have direct or 'lived experience' of the challenges that have been outlined. A review of the engagement priorities and requirements for the seven key areas of the Lambeth Together Covid-19 Recovery Plan for health and Care is underway, with a focus on the next three months. The Communications and Engagement Steering Group will have a role in supporting this work through expert advice, coordination and practical support.

7. Organisational and workforce development

During and as a result of the pandemic a number of new ways of working together have developed (e.g. Covid Borough Response Group) and transformational change implemented at pace across the health and social care system. Furthermore the pandemic has further exposed and amplified the range of health inequalities in the borough particularly for those communities who already suffered most. These contextual changes have taken place alongside significant change in senior partner leads at GSTT, Kings, SLaM/LWNA, the CCG and council integrated commissioning teams (adults and childrens) and in primary care leadership during the covid period.

Given this level of change, and the development of the Borough Recovery Plan, there is an emerging need for a piece of organisational development work across Lambeth Together that will take into account approaches to leadership, change, behaviour and ways of working amongst other issues. Over the coming months a draft programme of work to address these matters will be developed for consideration by a future Strategic Board.

8. Our Strategic Alliance Leadership Arrangements

Oversight

It should also be noted that as from 3 November, we have adjusted our sub board level delivery and oversight approach – bringing together our, currently, weekly Covid Borough Response Group (CBRG) with our previous Lambeth Together Leadership Group to form a new Lambeth Together Executive Group, chaired by the Strategic Director – Integrated Health and Care. In doing that we have aligned membership from across a range of statutory and non-statutory partners and stakeholders.

Lambeth Together – Informal Strategic Board Meeting 21 October

An informal meeting of LTSB Members took place on 21 October. That meeting provided an opportunity for Board members to review how they have been working over the first part of this year in terms of meeting effectiveness and some key themes emerged which are being progressed including:

- How do we make our meetings better?
- Ongoing communications and support
- Decision Making
- Governance and oversight

In addition to received briefings regarding Covid-19 in particular, there was then a session further developing our approach to Communications and Engagement

There are a number of actions being progressed following the session, in particular:

- Developing options regarding the potential scope for a Lambeth Together Equalities Oversight process/Group – Di Aitken/ Juliet Amoa/ Tom Barrett progressing
 - Develop a governance reporting / oversight process relating to key elements of Integrated health and Care delivery (Part B) – Brian Reynolds/ Tom Barrett/ Andrew Parker progressing
 - Continue to develop an effective communications and engagement approach - drawing in particular on patient/ System Stories where there has been an impact from Lambeth Together ways of working. This includes:
 - Consider how best to Involve residents in comms. and engagement / better links to comms. and engagement group
 - Co-production remains an important principle
- Paul Bates/ Catherine Flynn progressing

9. Summary of Next Steps

In summary, much of the programme work of the Lambeth Together was paused during the immediate response phase to Covid-19. We have more recently been restarting the different elements of the programme ensuring that we do so with the benefit of our experiences of the last 6 months and in the context of the Covid-19 Borough Recovery Plan. The recovery planning that partners in Lambeth , and across the wider South East London Integrated care System (ICS) level continue to progress form a part of that process ,in particular where effective ways forward can only be achieved by working together and with local people and stakeholders.

10. Recommendation

The Lambeth Together Strategic board is asked to:

- Note the status of the Lambeth Together programme, including the delivery of the Covid-19 Recovery Plan.