

# Report to: Lambeth Together Strategic Board

29 September 2021

<b>Report Title</b>	<b>6. Lambeth Together - Developing our Partnership</b>
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<b>Summary</b>	<p>The purpose of this paper is to update the Strategic Board on Lambeth Together partnership developments, including local partnership governance arrangements, within the transition to SE London Integrated Care System, and reporting from the Lambeth Together Assurance Group and Equalities, Diversity and Inclusion Group.</p>
<b>Recommendation(s)</b>	<p>The Lambeth Together Strategic Board is asked to:</p> <ol style="list-style-type: none"><li>1. Note the continued progress of the Lambeth Together governance review recommendations.</li><li>2. Note the activity to date in developing our Lambeth Together arrangements to take forward Place-Based arrangements for Lambeth within the developing SE London ICS, as well as next steps.</li><li>3. Note the update from the Lambeth Together Assurance Group and associated Integrated Assurance Report.</li><li>4. Receive an update from the Lambeth Together Equalities, Diversity and Inclusion Group and consider and discuss the questions within the presentation which will directly inform our EDI progress.</li></ol>

## **1.0 Lambeth Together Partnership Governance Developments**

- 1.1 The Board will recall it previously (May 2021) approved eight recommendations following a review of our Lambeth Together partnership governance arrangements.

The Strategic Board supported proposals which included a review of our pledge to ensure it adequately addressed our mission to address inequalities; to consider further our approaches to public involvement; and to extend the current membership of the Board with two additional third sector representatives.

These have been progressed with some recommendations already implemented (such as the change in highlight reporting for the alliances), and others firmly in motion:

- 1.2 ***Lambeth Together partnership governance arrangements – progress of recommendations below:***

Action	Status	Progress	Lead
1. That the priorities and ways of working for the board be agreed and note that further priorities for partnership development, including our work to address inequalities, will be identified over the coming period	Complete	Agreed at May LTSB.	Lambeth Together Board
2. That officers establish a process over the next months to develop the Lambeth Together pledge and this be brought back to a future Board for agreement	In Progress	Juliet Amoa and Di Aitken presenting to Lambeth Together Strategic Board on next steps, on September 29 <sup>th</sup> .	Juliet Amoa / Di Aitken
3. That the number of VCS providers on the Board increases from 1 to 3 - That each Alliance identify one VCS Provider representative from each Alliance (ie x3)	In Progress	Partnership to confirm with Living Well and Children's Alliances the commitments for these roles to assist them in their 'recruitment'	Sabrina Phillips, Amanda Coyle, Daniel Stoten
4. That reconfirmation be sought from partner Foundation Trusts and from Clinical Cabinet for Primary Care leadership that they have the appropriate representation at both Board, Executive and within Delivery Alliances	Complete	Appropriate representation confirmed.	Sophie Taylor
5. That each Delivery Alliance reviews their membership to ensure appropriate clinical input	In Progress	In progress	Sabrina Phillips, Amanda Coyle, Daniel Stoten
6. Agree that further consideration be given to inclusion of pharmacy and/or other primary care practitioners in Lambeth Together arrangements	In Progress	Discussion as part of developing clinical leadership in Lambeth Together - to be agreed	Sophie Taylor

<p>7. That a workshop session be held to agree how we pick back up the activity undertaken pre-Covid on developing our Lambeth Together engagement: · Developing our overall approach to engagement and co-production, Lambeth-wide and within our Delivery Alliances · Citizen/community representation within our governance fora · Relationship with existing SEL engagement assurance committee members and future ICS arrangements</p>	<p>In Progress</p>	<p>Workshop session has taken place. Confirmation on specific engagement arrangements to be determined.</p>	<p>Sophie Taylor</p>
<p>8. That the Assurance arrangement be agreed</p>	<p>Complete</p>	<p>New assurance arrangements across the system have been established.</p>	<p>Brian Reynolds</p>

## **2.0 SE London Integrated Care System (ICS) – Lambeth Place-Based arrangements Update and Next Steps**

- 2.1 In SE London, workstreams have been in operation over the last few months, designing the emerging SEL ICS model and reporting into both the SEL ICS Executive and SEL ICS Programme Board.
- 2.2 In Lambeth, through our Lambeth Together Strategic Board and associated governance arrangements, as partners we have been operating in anticipation of the development of the Integrated Care Systems (ICS) for some time. As a result, our arrangements are well placed for adaptation to meet the requirements to enable us to operate as a shadow Local Care partnership with SEL ICS.
- 2.3 The Lambeth Together Strategic Board has been formally operating since April 2020. The Strategic Board developed from our Lambeth Together Alliance Leadership Team arrangements which were in operation from April 2018.
- 2.4 The Lambeth Together Strategic Board has met in public and operated through its Terms of Reference as a Local Care Partnership (LCP) in Part A, alongside operating its delegation from SEL CCG as a Borough Based Board (BBB) through its Part B arrangements incorporating a Committee in Common with LB Lambeth. During the spring of 2021 the Strategic Board undertook a governance review, including of membership and representation, in anticipation of the developing ICS requirements. As such we are well placed to act as a shadow Committee of the ICB whilst recognising it will be important that together we take forward our partnership development as we transition to the new ICS arrangements
- 2.5 In addition to an established Lambeth Together Partnership Board, we have an established weekly meeting of the Lambeth Together Executive Group – comprising key partnership executive leads and local stakeholders. This includes nominees from GSTT, Kings, SLAM and Lambeth Living Well Network Alliance, London Borough of Lambeth (Adults/ Children and Public Health), SEL CCG borough leads, Primary Care (PCN CD Lead, GP Federation Lead, LMC) along with VCS, Healthwatch, and our Delivery Alliance programme leads. The Executive Group is chaired by our executive lead, the Strategic Director for Health and Care. During the Covid-19 pandemic, that group has overseen the local health and care response and the development of the Lambeth Together Borough Recovery Plan, alongside the broader Lambeth Together transformation work enacted through our Delivery Alliances and key programmes.
- 2.6 In Lambeth, we consider that we have well developed arrangements and effective working relationships in place, and we remain ambitious to further develop our transformation agenda. We will continue to build on our experience and learning to date, including the success of our partnership working in our collaborative response to the challenges of Covid 19. Partners consider it is important that the implementation of our transformation plans is not negatively impacted by organisational change, albeit recognising that there remains much more to do both in terms of progressing how we work together across all our teams and in ensuring the impacts and outcomes of our transformation deliver benefit in terms of improved health outcomes and reduced health inequalities for local people.
- 2.7 It is intended that Local Care Partnerships (LCP) consider and agree the process through which key agreements can be made to comply with this national guidance and SE London ICS requirements, initially through their local partnership discussions and provide a proposed approach to SE London. Implementation should then follow

through October and November to ensure that arrangements are in place for the effective shadow operation by the end of Quarter 3 2021/22.

### **3.0 Lambeth Together Assurance Group**

3.1 The Lambeth Together Assurance Group met on 14 September 2021. This is the second meeting of this new bi-monthly Integrated Assurance and Oversight Group working to support the Lambeth Together Strategic Board. The group offers a unique opportunity to provide a dedicated space and focus for shared oversight of the health and care system within Lambeth. The session was well attended from representatives across the partnership and enjoyed a positive discussion within a richly packed meeting.

3.2 The group reviewed those actions that had been closed and received updates and agreed progress for two ongoing actions.

- The first of these related to plans to further develop equalities metrics through the work of the EDI group which Dr Di Aitken and Juliet Amoa are leading on.
- The second related to the development of regular progress reports produced in a way that clearly and succinctly communicates to the public and stakeholders their aims and how it is working to meet these. The well-received Lambeth Together Living Well Network Alliance Progress Report was provided as an example of this already in place, and each Alliance area was asked to consider this and to bring back updates on the plans to produce a similar progress report to this group in the future.

3.3 This Assurance Group is constituted to add value to Lambeth Together by bringing together partners to receive and discuss areas of joint importance and how these can be better understood and improved. The two areas of focus the group discussed this time were Adults Social Care Transformation, and the NHS South-East London CCG quality functions.

- Adults Social Care Transformation: Members received a presentation from Hannah Franks from Adult Social Care and Graham Gardiner from Age UK on the 'Front Door Re-design and community preventative offer'. The Group discussed the importance of this work for people's independence, how people's experience of the services is measured, and how awareness of processes can be shared as widely as possible to improve the quality of experience for those supported by the service and of partners involved in different aspects of care navigation and provision.
- NHS South-East London CCG Quality Team: Lisa Clarkson and Sulaimon Quadri outlined the quality function and its links with boroughs to support and provide assurance on quality matters across service areas in SEL CCG. The sharing of quality alerts and learning was discussed by the group, and how a summary of key themes and lessons learned could be included for the group going forward. The group agreed this would be helpful to receive particularly in relation to the importance of embedding quality in all that we do, from assurance, critical review and to quality improvement.

3.4.1 The group also received the latest bi-monthly Lambeth Together Integrated Assurance Report, covering the full range of Lambeth Together programmes and Lambeth's delegated and integrated health and care responsibilities. Brian Reynolds presented the report for review, and noted that all sections of the report had been updated since the previous report in July. The full report is included as an annex to the LTSB board

papers on the Lambeth Together, Council, and CCG websites. This report provides an integrated overview covering:

- Lambeth Together Programme Highlight reports: all programme areas have reported progress against priority objectives set out within the Lambeth Together Covid-19 Health and Care Recovery Plan providing summaries of the planned actions for the upcoming period, as follows;
  - Programme management

### **Programmes**

- Living Well Network Alliance, including Dashboard
- Neighbourhood and Wellbeing Delivery Alliance,
- Children and Young People Delivery Alliance
- Learning disabilities and autism and people with continuing complex needs
- Staying Healthy
- Sexual Health
- Homelessness

### **Enabling Work**

- Assurance arrangements
- Equalities, Diversity and Inclusion
- Communication and engagement

Lambeth health and care integrated assurance areas have also been updated, as follows;

- Adult Social Care and Older Persons
- Public Health
- Children's Commissioning
- Primary and Community Care
- Medicines Management
- Planned and Unplanned Care
- Adults Mental Health

Also included within this integrated report are updates for Quality, Risk and Finance. The financial position reports for both Lambeth borough (NHS South East London CCG) covering April to July 2021, and for the Lambeth Council Adult Social Care summary position over the same period. More details on this and other areas are available in the report.

Other sections will be further refreshed as a result of developments, including the SEL CCG and Borough-based reports incorporating the latest NHS oversight metrics. Updates will continue to build the assurance picture and will be regularly reviewed and discussed at the Assurance Group.

3.5 The Assurance Group also discussed and supported a number of areas to how we approach assurance:

- the importance of focussing on particular focus areas at each meeting, such as Adult Social Care, and Quality at the September meeting. As part of this the group also received the proposed forward plan of items for the year ahead
- supporting the value that can be added through doing so as a partnership

- members further supported the need to show how we are improving patient experience and giving due weight to all aspects of the Quadruple Aim
- asking each Delivery Alliance area to highlight through their regular programme updates key issues and any risks to be aware of, and for this group to consider areas of risk that sit across a number of areas.

3.6 The group will next meet on 9th November 2021, and a report will be presented back to the November Lambeth Together Strategic Board.

#### **4.0 Lambeth Together Equalities, Diversity and Inclusion Group**

4.1 The EDI group was developed in 2020. The group meets every 4 weeks and reports to the Lambeth Together Executive Group and the Lambeth Together Strategic Board. It has brought together all Delivery Alliance leads and partners in the programme to focus on how we address health inequalities with a whole systems approach.

4.2 The group has initially focussed on workforce development within the leadership of the Lambeth Together programme to embed and cultivate inclusive leadership. We have started to develop and progress a shared measurement system and shine a light on good local action. We have started the work on data and will present to the board our progress. The Lambeth Together Pledge has been reviewed which we will present to the Board for sign off. We are exploring a reverse mentoring programme that we would like to socialise with the board.

#### **5.0 Conclusion**

We continue to develop our partnership arrangements as discussed and work through our Delivery Alliances, enabling programmes and Lambeth Together Executive Group and Strategic Board.