

City Integrated Commissioning Board
Meeting in-common of the
City and Hackney Clinical
Commissioning Group and the City of
London Corporation

Hackney Integrated Commissioning Board
Meeting in-common of the
City and Hackney Clinical
Commissioning Group and the London
Borough of Hackney

**Joint Meeting in public of the two Integrated Commissioning Boards on
Thursday 9 July 2020, 10.00 – 12.00
Microsoft Teams**

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Item no.	Item	Lead and purpose	Documentation type	Page No.	Time
1.	Welcome, introductions and apologies	Chair	Verbal	-	10.00
2.	Declarations of Interests	Chair <i>For noting</i>	Paper	3-8	
3.	Questions from the Public	Chair	None	-	
4.	Minutes of the Previous Meeting & Action Log	Chair <i>For approval</i>	Paper	9-18	
Covid-19 response					
5.	Update on the Prevention Workstream	Sandra Husbands <i>For noting</i>	Verbal	-	10.05
6.	CCG Contracting Position	Sunil Thakker <i>For noting</i>	Verbal	-	10.10
7.	Provider Alliance Update	Jonathan McShane <i>For noting</i>	Verbal	-	10.15
8.	Health Inequalities Framework	David Maher / Anna Garner <i>For endorsement</i>	Paper	19-45	10.20



City and Hackney
Clinical Commissioning Group

9.	Phase Two Update	David Maher <i>For discussion</i>	Paper	46-72	11.00
10.	CYPMF Neighbourhoods Approach	Amy Wilkinson <i>For noting</i>	Paper	73-87	11.15
11.	Voluntary Sector Operating Model	Jake Ferguson <i>For noting</i>	Paper (to follow)	88-146	11.30
12.	Homelessness Resourcing	Siobhan Harper <i>Update</i>	Paper	147-151	11.45
For information items					
-	Integrated Commissioning Glossary	<i>For information</i>	Paper (to follow)	152-156	-
-	ICB Terms of Reference (incorporating Local Outbreak Board)	<i>For information</i>	IC Glossary	157-167	-

Date of next meeting:

13 August, Format TBC

**Integrated Commissioning
2020 Register of Interests**

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest	
Simon	Cribbens	12/08/2019	City ICB advisor/ regular attendee Accountable Officers Group member	City of London Corporation	Assistant Director - Commissioning & Partnerships, Community & Children's Services	Pecuniary Interest	
				City of London Corporation	Attendee at meetings	Pecuniary Interest	
				Providence Row	Trustee	Non-Pecuniary Interest	
Sunil	Thakker	11/12/2018	City and Hackney ICB advisor/ regular attendee	City & Hackney CCG	Chief Financial Officer	Non-Pecuniary Interest	
Ian	Williams	20/03/2020	Hackney ICB advisor/ regular attendee	London Borough of Hackney	Group Director, Finance and Corporate Resources	Pecuniary Interest	
				n/a	Homeowner in Hackney	Pecuniary Interest	
				Hackney Schools for the Future Ltd	Director	Pecuniary Interest	
				NWLA Partnership Board	Joint Chair	Pecuniary Interest	
				London Treasury Ltd	SLT Rep		
				London CIV Board	Observer / SLT Rep		
				Chartered Institute of Public Finance and Accountancy	Member	Non-Pecuniary Interest	
				Society of London Treasurers	Member	Non-Pecuniary Interest	
				London Finance Advisory Committee	Member	Non-Pecuniary Interest	
				Schools and Academy Funding Group	London Representative	Non-Pecuniary Interest	
				Society of Municipal Treasurers	SMT Executive		
				London CIV Shareholders Committee	SLT Rep		
				London Pensions Investments Advisory Committee	Chair	Non-Pecuniary Interest	
Ruby	Sayed	07/11/2019	City ICB member	City of London Corporate	Member	Pecuniary Interest	
				Gaia Re Ltd	Member	Pecuniary Interest	
				Thincats (Poland) Ltd	Director	Pecuniary Interest	
				Bar of England and Wales	Member	Pecuniary Interest	
				Transition Finance (Lavenham) Ltd	Member	Pecuniary Interest	
				Nirvana Capital Ltd	Member	Pecuniary Interest	
				Honourable Society of the Inner Temple	Member	Non-pecuniary interest	
				Independent / Temple & Farringdon Together	Member	Non-pecuniary interest	
				Guild of Entrepreneurs	Founder Member	Non-pecuniary interest	
				Bury St. Edmund's Woman's Aid	Trustee	Non-pecuniary interest	
				Housing the Homeless Central Fund	Trustee	Non-Pecuniary Interest	
				Asian Women's Resource Centre	Trustee & Chairperson	Non-pecuniary interest	
				Mark	Jarvis	02/03/2020	City ICB advisor / regular attendee
Anne	Canning	27/06/2019	Hackney ICB advisor / regular attendee Accountable Officers Group member	London Borough of Hackney	Group Director - Children, Adults & Community Health	Pecuniary Interest	
					Partner works at Our Lady's Convent School, N16	Indirect interest	
Honor	Rhodes	11/06/2020	Member - City / Hackney Integrated Commissioning Boards	City & Hackney Clinical Commissioning Group	Lay Member	Pecuniary Interest	
					Tavistock Relationships	Director	Non-Pecuniary Interest
					HUHFT	Daughter is employed as Assistant Psychologist	Indirect interest
Gary	Marlowe	25/06/2019	GP Member of the City & Hackney CCG Governing Body ICB advisor / regular attendee	n/a	Registered with Barton House NHS Practice, N16	Non-Pecuniary Interest	
				City & Hackney CCG Governing Body	GP Member	Pecuniary Interest	
				De Beauvoir Surgery	GP Partner	Pecuniary Interest	
				City & Hackney CCG	Planned Care Lead	Pecuniary Interest	
				Hackney GP Confederation	Member	Pecuniary Interest	
				British Medical Association	London Regional Chair	Non-Pecuniary Interest	
	n/a	Homeowner - Casimir Road, E5	Non-Pecuniary Interest				

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest
				City of London Health & Wellbeing Board	Member	Non-Pecuniary Interest
				Local Medical Committee	Member	Non-Pecuniary Interest
				Unison	Member	Non-Pecuniary Interest
				CHUHSE	Member	Non-Pecuniary Interest

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest
Anntoinette	Bramble	05/06/2019	Member - Hackney Integrated Commissioning Board	Hackney Council	Deputy Mayor	Pecuniary Interest
				Local Government Association	Member of the Children and Young Board	Pecuniary Interest
				Schools Forum	Member	Pecuniary Interest
				SACRE	Member	Pecuniary Interest
				Admission Forum	Member	Pecuniary Interest
				HSFL (Ltd)		Non-Pecuniary Interest
				GMB Union	Member	Non-Pecuniary Interest
				Labour Party	Member	Non-Pecuniary Interest
				Urswick School	Governor	Non-Pecuniary Interest
				City Academy	Governor	Non-Pecuniary Interest
				Hackney Play Bus (Charity)	Board Member	Non-Pecuniary Interest
				Local Government Association	Member	Non-Pecuniary Interest
				Lower Clapton Group Practice	Registered Patient	Non-pecuniary interest
Marianne	Fredericks	26/02/2020	Member - City Integrated Commissioning Board	City of London	Member	Pecuniary Interest
				Farringdon Ward Club	Member	Non-Pecuniary Interest
				The Worshipful Company of Firefighters	Liveryman	Non-Pecuniary Interest
				Christ's Hospital School Council	Member	Non-Pecuniary Interest
				Aldgate and All Hallows Foundation Charity	Member	Non-Pecuniary Interest
				The Worshipful Company of Bakers	Liveryman	Non-Pecuniary Interest
Tower Ward Club	Member	Non-Pecuniary Interest				
Christopher	Kennedy	25/06/2019	Deputy Member - Hackney Integrated Commissioning Board	Hackney Council	Cabinet Member for Families, Early Years and Play	Pecuniary Interest
				Lee Valley Regional Park Authority	Member	Non-Pecuniary Interest
				Hackney Empire	Member	Non-Pecuniary Interest
				Hackney Parochial Charity	Member	Non-Pecuniary Interest
				Labour party	Member	Non-Pecuniary Interest
				Local GP practice	Registered patient	Non-Pecuniary Interest
Dhruv	Patel	12/08/2019	Member - City Integrated Commissioning Board	City of London Corporation	Deputy Chairman, City of London Corporation Integrated Commissioning Sub-Committee	Pecuniary Interest
				Clockwork Pharmacy Group SSAS, Amersham	Trustee; Member	Pecuniary Interest
				Clockwork Underwriting LLP, Lincolnshire	Partner	Pecuniary Interest
				Clockwork Retail Ltd, London	Company Secretary & Shareholder	Pecuniary Interest
				Clockwork Pharmacy Ltd	Company Secretary	Pecuniary Interest
				DP Facility Management Ltd	Director; Shareholder	Pecuniary Interest
				Clockwork Farms Ltd	Director; Shareholder	Pecuniary Interest
				P&A Developments	Company Secretary	Pecuniary Interest
				Clockwork Hotels LLP	Partner	Pecuniary Interest
				Capital International Ltd	Employee	Pecuniary Interest
					Land Interests - 8/9 Ludgate Square 215-217 Victoria Park Road 236-238 Well Street 394-400 Mare Street 1-11 Dispensary Lane	Pecuniary Interest
					Securities - Fundsmith LLP Equity Fund Class Accumulation GBP J P Morgan American Investment Trust PLC Ord	Pecuniary Interest
				City of London Academies Trust	Director	Non-Pecuniary Interest
				The Lord Mayor's 800th Anniversary Awards Trust	Trustee	Non-Pecuniary Interest
				City Hindus Network	Director; Member	Non-Pecuniary Interest
				Aldgate Ward Club	Member	Non-Pecuniary Interest
				City & Guilds College Association	Life-Member	Non-Pecuniary Interest
				The Society of Young Freemen	Member	Non-Pecuniary Interest
				City Livery Club	Member and Treasurer of u40s section	Non-Pecuniary Interest
				The Clothworkers' Company	Liveryman; Member of the Property Committee	Non-Pecuniary Interest

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest
				Diversity (UK)	Member	Non-Pecuniary Interest
				Chartered Association of Building Engineers	Member	Non-Pecuniary Interest
				Institution of Engineering and Technology	Member	Non-Pecuniary Interest
				City & Guilds of London Institute	Associate	Non-Pecuniary Interest
				Association of Lloyd's members	Member	Non-Pecuniary Interest
				High Premium Group	Member	Non-Pecuniary Interest
				Avanti Court Primary School	Chairman of Governors	Non-Pecuniary Interest

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest
Randall	Anderson	15/07/2019	Member - City Integrated Commissioning Board	City of London Corporation	Chair, Community and Children's Services Committee	Pecuniary Interest
				n/a	Self-employed Lawyer	Pecuniary Interest
				n/a	Renter of a flat from the City of London (Breton House, London)	Non-Pecuniary Interest
				Member	American Bar Association	Non-Pecuniary Interest
				Masonic Lodge 1745	Member	Non-Pecuniary Interest
				Worshipful Company of Information Technologists	Freeman	Non-Pecuniary Interest
				City of London School for Girls	Member - Board of Governors	Non-Pecuniary Interest
Neaman Practice	Registered Patient	Non-Pecuniary Interest				
Andrew	Carter	12/08/2019	City ICB advisor / regular attendee	City of London Corporation	Director of Community & Children's Services	Pecuniary Interest
				Petchey Academy & Hackney / Tower Hamlets College	Governing Body Member	Non-pecuniary interest
				n/a	Spouse works for FCA (fostering agency)	Indirect interest
David	Maher	19/06/2019	Accountable Officers Group Member ICB regular attendee/ AO deputy	City and Hackney Clinical Commissioning Group	Managing Director	Pecuniary Interest
				World Health Organisation	Member of Expert Group to the Health System Footprint on Sustainable Development	Non-Pecuniary Interest
				NHS England, Sustainable Development Unit	Social Value and Commissioning Ambassador	Non-Pecuniary Interest
Rebecca	Rennison	31/05/2019	Member - Hackney Integrated Commissioning Board	Target Ovarian Cancer	Director of Public Affairs and Services	Pecuniary Interest
				Hackney Council	Cabinet Member for Finance and Housing Needs	Pecuniary Interest
				Cancer52Board	Member	Non-Pecuniary Interest
				Clapton Park Tenant Management Organisation	Board Member	Non-Pecuniary Interest
				North London Waste Authority	Board Member	Non-Pecuniary Interest
					Land Interests - Residential property, Angel Wharf	Non-Pecuniary Interest
				Residential Property, Shepherdess Walk, N1	Non-Pecuniary Interest	
				GMB Union	Member	Non-Pecuniary Interest
				Labour Party	Member	Non-Pecuniary Interest
				Fabian Society	Member	Non-Pecuniary Interest
English Heritage	Member	Non-Pecuniary Interest				
Chats Palace	Board Member	Non-Pecuniary Interest				
Carol	Beckford	09/07/2019	Transition Director	Hunter Health Group	Agency Worker	Non-Pecuniary Interest
Henry	Black	27/06/2019	NEL Commissioning Alliance - CFO	Barking, Havering & Redbridge University Hospitals NHS Trust	Wife is Assistant Director of Finance	Indirect interest
				East London Lift Accommodation Services Ltd	Director	Non-financial professional interest
				East London Lift Accommodation Services No2 Ltd	Director	Non-financial professional interest
				East London Lift Holdco No2 Ltd	Director	Non-financial professional interest
				East London Lift Holdco No3 Ltd	Director	Non-financial professional interest
				East London Lift Holdco No4 Ltd	Director	Non-financial professional interest
				ELLAS No3 Ltd	Director	Non-financial professional interest
				ELLAS No4 Ltd	Director	Non-financial professional interest
Infracare East London Ltd	Director	Non-financial professional interest				
Jane	Milligan	26/06/2019	Member - Integrated Commissioning Board	NHS North East London Commissioning Alliance (City & Hackney, Newham, Tower Hamlets, Waltham Forest, Barking and Dagenham, Havering and Redbridge CCGs)	Accountable Officer	Pecuniary Interest
				North East London Sustainability and Transformation Partnership	Senior Responsible Officer	Pecuniary Interest
				n/a	Partner is employed substantively by NELCSU as Director of Business Development from 2 January 2018 on secondment to Central London Community Services Trust.	Indirect Interest

Forename	Surname	Date of Declaration	Position / Role	Nature of Business / Organisation	Nature of Interest / Comments	Type of interest
				Stonewall	Ambassador	Non-Pecuniary Interest
				Peabody Housing Association Board	Non-Executive Director	Non-pecuniary interest
Mark	Rickets	24/10/2019	Member - City and Hackney Integrated Commissioning Boards	City and Hackney Clinical Commissioning Group	Chair	Pecuniary Interest
			Primary Care Quality Programme Board Chair (GP Lead)	Health Systems Innovation Lab, School Health and Social Care, London South Bank University	Wife is a Visiting Fellow	Non-financial professional interest
			Primary Care Quality Programme Board Chair (GP Lead)	GP Confederation	Nightingale Practice is a Member	Professional financial interest
			CCG Chair Primary Care Quality Programme Board Chair (GP Lead)	HENCEL	I work as a GP appraiser in City and Hackney and Tower Hamlets for HENCEL	Professional financial interest
			CCG Chair Primary Care Quality Programme Board Chair (GP Lead)	Nightingale Practice (CCG Member Practice)	Salaried GP	Professional financial interest
Jake	Ferguson	30/09/2019	Chief Executive Officer	Hackney Council for Voluntary Service	Organisation holds various grants from the CCG and Council. Full details available on request.	Professional financial interest
			Member	Voluntary Sector Transformation Leadership Group which represents the sector across the Transformation / ICS structures.		Non-financial personal interest
Jon	Williams	02/03/2020	Attendee - Hackney Integrated Commissioning Board	Healthwatch Hackney	Director	Pecuniary Interest
					<ul style="list-style-type: none"> - CHCCG Neighbourhood Involvement Contract - CHCCG NHS Community Voice Contract - CHCCG Involvement Alliance Contract - CHCCG Coproduction and Engagement Grant - Hackney Council Core and Signposting Grant <p>Based in St. Leonard's Hospital</p>	

Meeting-in-common of the Hackney Integrated Commissioning Board
(Comprising the City & Hackney CCG Integrated Commissioning Committee and the London Borough of Hackney Integrated Commissioning Committee)

and

Meeting-in-common of the City Integrated Commissioning Board
(Comprising the City & Hackney CCG Integrated Commissioning Committee and the City of London Corporation Integrated Commissioning Committee)

Minutes of meeting held in public on 11 June 2020
Microsoft Teams

Present:

Hackney Integrated Commissioning Board

Hackney Integrated Commissioning Committee

Cllr Christopher Kennedy	Cabinet Member for Health, Adult Social Care and Leisure	London Borough of Hackney
Cllr Antoinette Bramble	Cabinet Member for Community Safety, Policy and the Voluntary Sector	London Borough of Hackney
Cllr Rebecca Rennison	Cabinet Member for Finance, Housing Needs and Supply	London Borough of Hackney

City & Hackney CCG Integrated Commissioning Committee

Dr. Mark Ricketts	CCG Chair	City & Hackney CCG
Jane Milligan	Accountable Officer	City & Hackney CCG
Honor Rhodes	Governing Body Lay member	City & Hackney CCG

City Integrated Commissioning Board

City Integrated Commissioning Committee

Randall Anderson QC	Chairman, Community and Children's Services Committee (ICB Chair)	City of London Corporation
Helen Fentimen	Member, Community & Children's Services Committee	City of London Corporation
Marianne Fredericks	Member, Community and Children's Services Committee	City of London Corporation

In attendance

Andrew Carter	Director, Community & Children's Services	City of London Corporation
Carolyn Kus	Director of Programme Delivery	London Borough of Hackney
Denise D'Souza	Interim Director of Adult Services	London Borough of Hackney

Gary Marlowe	Governing Body GP member	City & Hackney CCG
Jake Ferguson	Chief Executive Officer	Hackney Council for Voluntary Services
Jonathan McShane	Integrated Commissioning Programme Convenor	City & Hackney CCG
Ian Williams	Group Director, Finance and Corporate Services	London Borough of Hackney
Mark Golledge	Neighbourhoods Programme Lead	City & Hackney CCG
Nina Griffith	Unplanned Care Workstream Director	City & Hackney CCG
Paul Coles	General Manager	City of London Healthwatch
Philip Glanville	Mayor of Hackney	London Borough of Hackney
Siobhan Harper	Workstream Director: Planned Care	City & Hackney CCG
Dr. Sandra Husbands	Director of Public Health	London Borough of Hackney
Sunil Thakker	Director of Finance	City & Hackney CCG
Dr. Stephanie Coughlin	Clinical Lead	Homerton Hospital
Stella Okonkwo	Integrated Commissioning Programme Manager	City & Hackney CCG
Simon Cribbens	Assistant Director Commissioning & Partnerships, Community & Children's Services	City of London Corporation
Tim Shields	Chief Executive	London Borough of Hackney
Apologies – ICB members		
Cllr Anntoinette Bramble	Cabinet Member for Education, Young People and Children's Social Care	London Borough of Hackney
Other Apologies		
Mark Jarvis	CFO	City of London Corporation

1. WELCOME, INTRODUCTIONS AND APOLOGIES

- 1.1. The Chair, Randall Anderson, opened the meeting.
- 1.2. Apologies were noted as listed above.

2. DECLARATIONS OF INTERESTS

2.1. The **City Integrated Commissioning Board**

- **NOTED** the Register of Interests.

2.2. The **Hackney Integrated Commissioning Board**

- **NOTED** the Register of Interests.

3. **QUESTIONS FROM THE PUBLIC**

3.1. There were no questions from members of the public.

4. **MINUTES OF PREVIOUS MEETING AND ACTION LOG**

4.1. The **City Integrated Commissioning Board**:

- **APPROVED** the minutes of the Joint ICB meeting held in public on 13 March 2020.
- **NOTED** the updates on the action log.

4.2. The **Hackney Integrated Commissioning Board**:

- **APPROVED** the minutes of the Joint ICB meeting held in public on 13 March 2020.
- **NOTED** the updates on the action log.

5. **ICB Development**

5.1 Carolyn Kus introduced the item. She noted that the next ICB development session would be an opportunity to reflect on the last three months of working with Covid-19. Simon Standish would be conducting a series of interviews with integrated care colleagues.

5.2 The proposal to create a Local Outbreak Board was also discussed. Hackney was one of the local authorities which would be setting up the test, track and trace system. The first Local Outbreak Board would be scheduled for July – there were uncertainties around this but we also needed to move at pace.

5.3 **The City Integrated Commissioning Board**

- **DELEGATED AUTHORITY** to the Chair of the Community and Children's Services Sub-Committee to agree upon the changes to the ICB Terms of Reference to designate the ICB as the Local Outbreak Board.

5.4 **The Hackney Integrated Commissioning Board**

- **DELEGATED AUTHORITY** to the Chair of the Community and Children's Services Sub-Committee to agree upon the changes to the ICB Terms of Reference to designate the ICB as the Local Outbreak Board.

6. **Homelessness Update**

6.1 The item was introduced by Siobhan Harper. She noted that it had initially taken a while to get this co-ordinated, however progress had been very positive. The number of infections amongst homeless people were lower than one might expect.

6.2 Our next steps would be focused on sustainability. Accommodation set up by the GLA was likely to be stepped-down. There were ongoing negotiations with NEL that would also incorporate local government. Our objective was to eradicate rough sleeping.

6.3 Randall Anderson noted that the next phase was likely to be more challenging as there would be a variety of people in different settings. Gary Marlowe raised that there was an opportunity to do a more comprehensive assessment of this group.

6.4 Cllr Rennison also highlighted that we have issues with people with no recourse to public funds. The government had told us that it was up to local authorities to deal with this matter.

6.5 Marianne Fredericks said that she hoped that homeless people had benefited from these measures, but it would be much more challenging for them if they had to ultimately return to living on the streets. We needed more clarity from the government on this.

6.6 Jon Williams stated that Healthwatch needed to be involved in any co-production of future measures. Honor Rhodes added that the only way to move forward with such a marginalised group would be through co-production.

6.7 Siobhan Harper stated that the NE London stocktake would give us parameters around the health needs of homeless people going forward. There was a good opportunity, however, to understand this population well. We also have a further opportunity to put our beliefs into action around inequality and co-production.

6.8 Mayor Glanville stated that we need to understand the relationship between the ICB, NE London and the local leadership. It had been challenging to get things aligned at the borough level, let alone at the NE London level. Jane Milligan responded that there had been a London-wide approach to covid-19. The NEL response was about mobilising collective effort. There had also been an opportunity to make sure everyone has the opportunity for protection and housing.

- **A further paper on resourcing this program would be brought to the July ICB.**

6.9 The City Integrated Commissioning Board

- **NOTED** the report.

6.10 The Hackney Integrated Commissioning Board

- **NOTED** the report.

7. Phase Two Update

7.1 The item was introduced by David Maher. Points raised included the following:

- The paper represented the start of a piece of work that we would need to do with communities and providers.

- There was a need to ensure that patients have safe access to care, and we need to make sure our system is staffed in a way which prioritises safety.
- In terms of equalities, there is a significant debate we need to think about in terms of equity of access.
- Services would be separated between covid and non-covid. Similarly, we need to think about how staff organize themselves that that they are either working with covid or non-covid patients.
- We have engaged the Nightingale Hospital and expect we would commission around 400 beds to deal with a potential surge of covid-19 infections.
- We are also taking the opportunity to modernise mental health services.
- Also being worked on was the re-alignment of elective surgical capacity across NEL. Specialist services had also been consolidated.
- Multi-disciplinary teams were being embedded in local communities to ensure swift access to specialist support when needed. The work on this was hugely positive.
- Remote working was being deployed across primary care and was currently working well.
- We would also be using the “let’s talk” format to engage with residents about how to co-produce a set of plans which we would mobilise over the winter.

7.2 Randall Anderson asked if we understand the level of deferred procedures and treatments. David Maher responded that we did. We have a prioritisation framework in place to identify patients who need access to those procedures most urgently. We would have a clearer picture of this in July.

7.3 Cllr Kennedy stated that he was unsure about the mental health proposal for the Homerton and whether we were planning to keep inpatient beds there. We need to make sure these plans are in front of scrutiny committees as soon as possible.

7.4 Jake Ferguson welcomed the commitment of resources for those with the most unequal outcomes. The proposals for “virtual by default”, however, did not mention care workers. Voluntary sector partners were talking about radical changes being needed in how care was commissioned. There was also some disquiet about the inequitable treatment of staff. Nurses, for example, were being required to do face-to-face work whilst GPs and consultants were operating virtually to a substantial degree. We also need to understand the scope of virtual work, particularly in the context of discharge-to-assess.

7.5 David Maher added that we were putting up a mental health centre-of-excellence planning group. There would need to be some mental health facilities on the Homerton site for certain cases.

- **Workforce plans for Phase 2 to be brought back to a future ICB.**

- **David Maher to update ICB attendees outside the meeting on the discharge-to-assess model.**

7.6 Mark Rickets stated the need to respond to the impact of covid-19 and managing rehabilitation following infection whilst also attending to the things we did before. We would have a greater understanding of this disease in six months' time. We also need to be mindful that we are currently in a government stage of emergency planning, and we need to ensure that the responses we implement are proportionate. We also need to be mindful that we could create new inequalities if we do not get our response right.

7.7 Gary Marlowe stated that we should refer to "virtual where appropriate" as opposed to "virtual by default". Our plans would be to have low risk, high-volume areas and specialist services would be confined to specific circumstances. We have also not used the private sector as sufficiently as we would have liked – they were not being properly scrutinised.

7.8 David Maher highlighted the positivity of the community response to covid-19, and there was a lot of power in that social capital.

7.9 Helen Fentimen added that we need to examine what has changed through necessity with a view to examining where that change was a positive one.

- **A paper to come back to a future ICB on care homes.**
- **Jane Milligan would follow-up with Mayor Glanville on the NE London approach to workforce, specifically highlighting issues relating to zero-hours contracts.**

7.10 The City Integrated Commissioning Board

- **NOTED** the report.

7.11 The Hackney Integrated Commissioning Board

- **NOTED** the report.

8. **Update on Prevention workstream transformation programmes to support the Covid-19 response - Make Every Contact Count, Community Navigation, Find Support Services**

8.1 Kate Wignall introduced the item. She highlighted that the prevention programmes are supporting the humanitarian response. We also need to support peoples' wider health and wellbeing needs which was being done by providing training through public health contracts.

8.2 Tamsin Briggs also highlighted that in terms of Making Every Contact Count, we had been assisting staff to have the confidence and competence to talk about their wider health and wellbeing needs. We need to use momentum to broaden the reach.

The City Integrated Commissioning Board

- **NOTED** how Prevention transformation programmes have adapted to support the Covid-19 response and proposals on how to move forward during the next phase of the pandemic;

- **ENDORSED** Make Every Contact by acting as visible champions for embedding the principles of MECC across the local health and care system as a key component of next phase planning.

9.4 The **Hackney Integrated Commissioning Board**

- **NOTED** how Prevention transformation programmes have adapted to support the Covid-19 response and proposals on how to move forward during the next phase of the pandemic;
- **ENDORSED** Make Every Contact by acting as visible champions for embedding the principles of MECC across the local health and care system as a key component of next phase planning.

9. Reward & Recognition Policy

9.1 Jon Williams introduced the item. He noted that this policy would be kept under review and re-examined within one year.

9.2 The **City Integrated Commissioning Board**

- **ENDORSED** the policy for implementation.

9.3 The **Hackney Integrated Commissioning Board**

- **ENDORSED** the policy for implementation.

10. Local Outbreak Control and Test, Trace and Isolate in City & Hackney

10.1 Sandra Husbands introduced the item. Points raised in introduction included the following:

- There would be a different approach now because high-risk people would be asked to isolate for a maximum for 14 days if contacted by a contact tracer.
- Lockdown measures would be eased. We are developing procedures in place for specific outbreaks in areas like care homes, schools, GP practises. These would be supported in collaboration with Public Health England.
- The ICB would also be designated as the Local Outbreak Board, with provider colleagues invited to the session to discuss the approach to covid-19 management in the City & Hackney area.

10.2 In terms of the data received on track and trace, the data which were received were not especially useful. It stated the number of tests that had been carried out, number of contacts. It did not indicate things such as how many contacts belonged to each case, how many people had been reached.

10.3 The other report received was an accedence report – this was a statistical report however Sandra Husbands stated that she was unsure that the data placed into this report was the correct data to identify the level of circulation and infection.

10.4 Regarding budget allocations, there was £300m allocated to local authorities. Budget for the City was just over £146,000 and just over £3m for the London Borough of Hackney. It was not currently clear how the money was able to be spent.

10.5 The data which were coming out were largely around performance. It didn't provide the necessary information to deal with a local outbreak.

10.6 Individuals displaying symptoms had responsibility to be tested, however those who had attended communal events would need to reach out to the people responsible for those events directly. Local authorities would therefore need to reach out to leaders of organisations, event organisers, etc. directly.

10.7 Helen Fentimen stated that we need to think about how, locally, we can enhance the test and tracing program. Local groups and community leaders need to be brought along on this.

10.8 Sandra Husbands added that testing and tracing would rely on frequent and timely information as to who was being tested. We need a clearer picture of the epidemiology of this and the local likelihood of infection, but these data were not being provided. As we do not have detailed local information we cannot calculate the likelihood of infection ourselves. We could aim to avoid a local lockdown by being rigorous with contact tracing.

10.9 Sandra Husbands also added that we need to consider a situation where we would force a building to close down, but this has not been fully thought-through yet.

10.10 Sandra Husbands also stated that we need to establish local testing. One challenge is that the case definition for covid-19 is very loose and therefore high numbers of people could end up being isolated on the basis of vague case definitions and potentially relating to people who have not had a covid-19 infection.

The **City Integrated Commissioning Board** is hereby asked:

- **ENDORSED** the draft outbreak control plan and the approach to developing a local contact tracing system and local outbreak management;
- **ENDORSED** the suggested approach to ensuring appropriate governance and accountability of the local outbreak management system and effective engagement with local communities.

The **Hackney Integrated Commissioning Board** is hereby asked:

- **ENDORSED** the draft outbreak control plan and the approach to developing a local contact tracing system and local outbreak management.

- **ENDORSED** the suggested approach to ensuring appropriate governance and accountability of the local outbreak management system and effective engagement with local communities.

11. Neighbourhood Health and Care Services – Update

11.1 The item was introduced from Jonathan McShane. David Maher, Nic Ib and Jonathan McShane were working on a program setting out the things which need to be agreed. A fuller update to the July meeting.

12. AOB & Reflections

12.1 Cllr Kennedy stated that we needed to give greater consideration to inequalities shown by covid-19 and how we respond as a system to that.

12.2 Honor Rhodes highlighted the need to hold onto what was positive about the past few months.

12.3 Jake Ferguson stated that the issue of inequalities would require a substantial change in the transference of power to people who had been most heavily impacted by covid-19. What in our ways of working was preventing us from having an acceptable outcome?

12.4 Marianne Fredericks stated that the past few months have shown what we can do when we are at our best. Helen Fentimen re-iterated this point and stated it shows what is possible when we are focused on necessity.

Date and time of next meeting

The next meeting will be held on 9 July – virtual.

City and Hackney Integrated Commissioning Programme Action Tracker

Ref No	Action	Assigned to	Assigned date	Due date	Status	Update
ICBMay-1	A dedicated health inequalities paper would be brought back to ICB in either June or July.	David Maher	14/05/2020	Jul-20	Closed.	On the agenda.
ICBMay-4	Sunil Thakker to bring back updated progress report on CCG contracting position .	Sunil Thakker	14/05/2020	Aug-20	Open	This will be brought to the August meeting following receipt of guidance from NHSE/I.
ICBMay-5	David Maher and Jonathan McShane to share a paper at a future ICB on the provider alliance approach to service delivery, outcomes and patient experience .	Jonathan McShane	14/05/2020	Jul-20	Open	
ICBMay-8	Anne Canning stated that she would bring back a paper to a future ICB on the interface between Neighbourhoods and the CYPMF workstream .	Anne Canning	14/05/2020	Jul-20	Closed	On the agenda for July.
ICBJun-1	A further paper on Homelessness Resourcing would be brought to the July ICB.	Siobhan Harper	11/06/2020	Jul-20	Closed	On the agenda for July.
ICBJun-2	Workforce Plans to be brought to a future ICB.	David Maher	11/06/2020	Aug-20	Open	On the forward planner for August.
ICBJun-3	Discharge to assess paper to be shared with ICB members.	David Maher	11/06/2020	Jul-20	Closed	Circulated with the papers for the July meeting.
ICBJun-4	A paper to be brought back to ICB on care homes .	Nina Griffith	11/06/2020	Aug-20	Open	On the forward planner for August.
ICBJun-5	Jane Milligan would follow-up with Mayor Glanville on the NE London approach to workforce , specifically highlighting issues relating to zero-hours contracts.	Jane Milligan	11/06/2020	Jul-20	Open	

Title of report:	A framework for tackling health inequalities in the City and Hackney and the role of ICB
Date of meeting:	09/07/2020
Lead Officer:	Jayne Taylor - Consultant in Public Health, ICP Prevention Lead
Author:	Jayne Taylor Anna Garner - Head of Performance and Integrated Commissioning Alignment
Committee(s):	Integrated Commissioning Board
Public / Non-public	Public

Executive Summary:

The impacts of COVID-19 on population health are clearly reinforcing long-standing inequalities in the City and Hackney, as elsewhere. The breadth and depth of these impacts requires collective and sustained partnership action.

The ICB has a clear role to play in setting a strategic framework for the design and delivery of an integrated health and care system that focuses explicitly on tackling health inequalities, as part of a broader population health strategy.

To this end, this paper proposes the adoption of a population health framework for the emerging City and Hackney operating model, and outlines a number of specific next step actions to take forward now to ensure that our recovery plans directly address the inequalities challenge that COVID-19 has clearly exposed.

Recommendations:

The **City Integrated Commissioning Board** is hereby asked:

- To **ENDORSE** the use of a population health framework for the City and Hackney operating model, as part of a broader health and wellbeing strategy, to ensure that the integrated health and care system supports the delivery of wider strategic aims to reduce health inequalities through concerted collective local action.
- To **COMMIT** to using all the levers at its discretion to call out, and take meaningful action to reduce, all forms of health inequality in the City of London.
- To **ENDORSE** the proposed next step actions as set out in this paper.
- To **ADVISE** on governance arrangements for agreeing short-term priorities and developing a longer-term City and Hackney population health delivery plan.

The **Hackney Integrated Commissioning Board** is hereby asked:



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- To **ENDORSE** the use of a population health framework for the City and Hackney operating model, as part of a broader health and wellbeing strategy, to ensure that the integrated health and care system supports the delivery of wider strategic aims to reduce health inequalities through concerted collective local action.
- To **COMMIT** to using all the levers at its discretion to call out, and take meaningful action to reduce, all forms of health inequality in Hackney.
- To **ENDORSE** the proposed next step actions as set out in this paper.
- To **ADVISE** on governance arrangements for agreeing short-term priorities and developing a longer-term City and Hackney population health delivery plan.

Strategic Objectives this paper supports [Please check box including brief statement]:

Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities	Y	The population health framework proposed in this paper has an explicit focus on taking preventative action and tackling health inequalities
Deliver proactive community based care closer to home and outside of institutional settings where appropriate	<input type="checkbox"/>	
Ensure we maintain financial balance as a system and achieve our financial plans	<input type="checkbox"/>	
Deliver integrated care which meets the physical, mental health and social needs of our diverse communities	<input type="checkbox"/>	
Empower patients and residents	Y	The proposed approach to co-creating a population health delivery plan is intended to empower patients and residents to shape our local approach to address long-standing inequalities.

Specific implications for City

None. Proposals apply equally to the City and Hackney.

Specific implications for Hackney

None. Proposals apply equally to the City and Hackney.

Patient and Public Involvement and Impact:



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The proposals set out in this paper are based on a fully co-produced approach to developing a population health delivery plan for City and Hackney Integrated Care Partnership - utilising, and building on, existing community assets and resident engagement/involvement mechanisms (including Neighbourhoods).

The COVID-19 inequalities matrix described (appendix 2) has been shaped by extensive community insight that has been gathered from various sources over the course of the pandemic.

Clinical/practitioner input and engagement:

Clinical/practitioner involvement will be key to co-creating a long-term population health delivery plan, and re-prioritising existing plans to focus explicitly on tackling health inequalities.

Communications and engagement:

A comprehensive comms and engagement plan will be developed to support the proposed approach set out in this paper, led by the IC Comms and Engagement Enabler Group.

Equalities implications and impact on priority groups:

This paper focuses specifically on a proposed framework for addressing health inequalities and ensuring local integrated care plans address the needs of priority groups.

Safeguarding implications:

None at this stage

Impact on / Overlap with Existing Services:

The proposals set out in this paper have implications for all health and care services in the City and Hackney.



Main Report

1. Introduction and context

The unprecedented impacts, direct and indirect, of COVID-19 on population health are clearly reinforcing and exacerbating long-standing health inequalities, both nationally and locally.

- The *direct* health impacts of COVID-19 disease are disproportionately affecting certain minority ethnic groups, older people, men,¹ people with underlying health conditions, care home residents and staff, those working in other public facing occupations, as well as individuals and families living in socially deprived circumstances. Untangling the contribution of these various overlapping risk factors is complex, but it is clear that underlying structural inequalities are playing a role.
- The *indirect* health impacts of lockdown and social distancing and the longer-term economic consequences of the pandemic will continue to affect some of our most vulnerable residents and communities for a long time to come - including many of those described above, as well as carers, certain faith communities, people with disabilities and those with no recourse to public funds.

A more detailed overview of the evidence and local intelligence is provided in appendix 1.²

The breadth and depth of these impacts emphasises the need for collective, system-wide action to address health inequalities that have been starkly exposed by the current pandemic. COVID-19 could be the catalyst for real change, and the development of the new City and Hackney operating model is a real opportunity to shape the future direction of integrated health and care services as part of this collective effort.

2. Responding to the challenge

The current pandemic has added an urgency to our local response to health inequalities. Because of the scale, breadth and uncertainty of the impact of COVID-19, we need to plan our response over three time horizons.

2.1 Immediate priorities

¹ While men are at greater risk of dying from COVID-19, there is some evidence to suggest that women are over-represented in some occupations considered most at risk of being infected with coronavirus; women are also more likely have been furloughed or made redundant during the lockdown, and to be suffering emotional impact from the pandemic.

² Currently, this analysis focuses on Hackney, due to data availability for the City



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An absolute priority in our ongoing response to the pandemic and in getting services back up and running must be to ensure that:

- a) we are not exacerbating existing inequalities
 - one example is the work being led by Hackney Council to address the digital divide, so that no residents are excluded from the digital Test & Trace system or disadvantaged by the 'virtual by default' approach to NHS service restoration
 - another is the equalities 'checklist' that has been developed to support the local NHS phase 2 assurance process
- b) we are proactively targeting those who have been most disadvantaged by the pandemic and developing plans to reduce the unequal impact of any second peak, examples include
 - targeted work (with HCVS) to prevent the spread of infection in vulnerable communities as part of local outbreak control plans
 - action being taken to protect staff working in high risk roles.

2.2 Actions to implement over the short-medium term

Work is also needed to review, refresh and re-prioritise our pre-existing strategic plans through an explicit inequalities lens - both to ensure sufficient focus is placed on inequalities that have deepened as a result of COVID-19 (e.g. linked to ethnicity and deprivation) and that our plans are broadened to directly address the needs of vulnerable groups who have hitherto not been prioritised (e.g. people living in insecure, overcrowded accommodation who are at increased risk of infection and may have limited access to services).

Much of this work is already underway, including the creation of a set of tools to inform the ongoing development of City & Hackney's integrated care plans (see section 4 below), plus the extensive work being undertaken by the two local authorities to review existing priorities as part of their 'recovery' plans. Importantly, this work is being shaped not only by local and national data on COVID-19 inequalities, but by the rich community insight that has been (and continues to be) collected during the pandemic, which is providing powerful evidence on the local impacts on City and Hackney's diverse communities.

2.3 Longer-term strategic priorities

Ultimately, what is needed is a comprehensive strategy to meet the challenges posed by COVID-19. The wide-ranging impacts of the pandemic emphasise more than ever the need for sustained system-wide action to tackle the underlying causes of long-standing health inequalities.



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There is a clear role for the Health and Wellbeing Boards to set the overarching strategic framework for tackling local health inequalities in the City and Hackney and for the ICB to lead the integrated health and care system contribution to this.

3. The role of the Integrated Commissioning Board

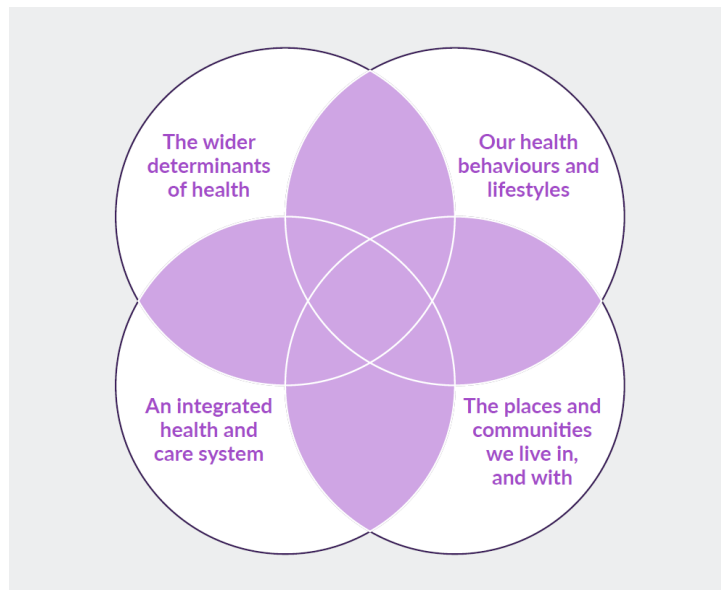
ICB has a key role in setting a framework for the design and delivery of an integrated health and care system that explicitly focuses on tackling health inequalities. Reducing inequalities, by embedding a ‘population health approach’, has been a long-standing local ambition of the City and Hackney integrated care system and a core feature of the Neighbourhoods model, but what does this mean in practice?

According to the King’s Fund, a population health approach means *“improving the physical and mental health outcomes and wellbeing of people within and across a defined local, regional or national population, while reducing health inequalities. It includes action to reduce the occurrence of ill health, action to deliver appropriate health and care services and action on the wider determinants of health. It requires working with communities and partner agencies.”*

The unequal distribution of population health outcomes is driven by a complex interaction of individual, community and structural factors. Tackling health inequalities, and improving population health, therefore requires action at multiple levels and across all sections of society. This means addressing all four ‘pillars’ of a population health system (Figure 1).



Figure 1: King's Fund Population Health Framework³



While an effective integrated health and care system is essential to meeting population health needs and reducing inequalities, it is insufficient on its own. The biggest drivers of population health outcomes are linked to social, economic and environmental conditions (income, employment, education, housing, transport, etc), and it is structural inequalities linked to these 'wider determinants' that make the most significant contribution to health inequalities - as has been laid bare by the current pandemic.

As well as health behaviours (including smoking, physical activity, diet and alcohol), which themselves are socially patterned, this framework also emphasises the importance of 'place' - the neighbourhoods and communities in which we live - as being key drivers of health and wellbeing at an individual and population level. Working with, and drawing on the assets within, our local communities must therefore be central to our response to tackling health inequalities.

The greatest opportunities to improve population health and reduce underlying inequalities lie in the areas of overlap and intersection of the four 'pillars'. Over and above ensuring that service plans directly consider and address inequity (of access, experience and outcomes), it is here that the integrated health and care system should focus its efforts. The Neighbourhood model is an excellent example of this, focused as it is on co-designing services and using community assets to meet hyper-local population needs within a defined 'place'. At a wider system level, the work being taken forward to develop a City and Hackney anchor network, with local authorities and NHS trusts working together to maximise their social value, has the potential to

³ Buck et al (2018), [A vision for population health: towards a healthier future](#), King's Fund



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make a significant contribution to improvements in the economic and environmental determinants of health (e.g. through common employment and workforce policies and sustainable procurement strategies). And, by embedding ‘make every contact count’ as an approach across and beyond the health and care system, we can improve health literacy among some of our most disadvantaged communities - thus helping more people to better understand and take positive action to address the multiple factors that interconnect to influence their wellbeing.

The whole-system, asset-based approach suggested by this population health framework is consistent with plans being progressed at NEL level to tackle health inequalities as part of phase 2 planning (especially with respect to anchor institutions). It is also consistent with the principles underpinning the work to review Hackney’s Community Strategy (i.e. ‘building back better’ through system-wide action and proactive community engagement, targeting support where it is needed the most), as well as the strong emphasis on inequalities within the City of London’s recovery plans. Aligning the City and Hackney operating model with these wider programmes of work, as part of a comprehensive population health strategy, will maximise opportunities for tackling the underlying drivers of local health inequalities.

4. Proposed next steps

4.1 Identify short-term priorities to address health inequalities exposed by COVID-19

Work has begun, through the System Operational Command Group, to develop a set of tools to ensure that phase 2 plans retain an explicit focus on reducing (or at least not exacerbating) health inequalities. This includes:

- a COVID-19 inequalities matrix (appendix 2) - a visual tool to highlight priority areas for action and help identify gaps/where plans are not already in place
- a rapid equalities impact assessment tool (in development) - to guide decisions about phase 2 plans and make explicit our expectations about inequalities impacts
- an equalities dashboard (working group to be established) - to monitor progress and the impact of our actions.

The inequalities matrix has been informed by the COVID-19 engagement and insight log that has been created and managed by the Comms and Engagement Enabler Group, as well as other community insight gathered by HCVS and local authority partners. Continuing with this co-produced approach (using existing engagement and involvement networks and groups), the matrix will be used to prioritise some specific short-term actions to tackle inequalities that have been (further) exposed during the current pandemic and/or which could mitigate the inequalities impacts of a future/second ‘peak’. Examples may include:⁴

⁴ These examples above align with the recommendations of the recent Public Health England report, *Beyond the data: understanding the impact of COVID-19 on BME communities*. For example, use of



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- tackling the 'digital divide' so that no residents are disadvantaged by new virtual models of care
- more tailored and nuanced communications (utilising behaviour change techniques) to counter anxieties within specific populations, and encourage vulnerable residents to access services and comply with test and trace protocols
- effective roll-out of meaningful workplace risk assessments, which recognise COVID-19 vulnerabilities, across all partner organisations, as well as other workforce initiatives (e.g. mentoring, BAME networks, apprenticeships)
- building on existing work on management of risk factors and long term conditions, to ensure that the most vulnerable groups are appropriately supported
- targeted work to address housing-related risks to poor health, including enhanced support to people living in insecure, overcrowded accommodation.

4.2 Develop a population health delivery plan for City and Hackney Integrated Care Partnership (ICP)

It is proposed that the tools described in 4.1 are used to review and re-prioritise our (pre-COVID) health and care transformation programmes and plans through an explicit inequalities lens. This can then support the co-creation of a long-term population health delivery plan for City and Hackney ICP, setting out specific actions that the health and care system will take to improve population health and reduce health inequalities (through collaborative action across the 'four pillars' described in section 3 of this paper).

Development of the population health delivery plan will need to align with the processes for refreshing both of the Hackney and City of London Joint Health and Wellbeing Strategies and be fully co-produced, utilising (and building on) existing community assets and resident engagement/involvement mechanisms - through Neighbourhoods, local authority and HCVS networks, IC Comms and Engagement Enabler Group, PPI committee, etc.

It is anticipated that some elements of the delivery plan will be implemented system-wide, while others will be more effectively delivered at Neighbourhood level, responding to specific localised population needs and utilising Neighbourhood assets.

We are, of course, not starting from scratch with this work. But we can make much more of existing transformation programmes that support a population health approach - for example, by embedding 'make every contact count' as a principle that drives everything we do. And we should build on the work already started to create a local anchor network, to harness the huge potential of our institutions to create wealth and improve opportunities for everyone living in the City and Hackney.

culturally competent occupational risk assessment tools, and ensuring that COVID-19 recovery strategies actively reduce inequalities caused by the wider determinants of health.



Sign-off:

Workstream SRO: Sandra Husbands

London Borough of Hackney: Anne Canning

City of London Corporation: Andrew Carter

City & Hackney CCG: David Maher



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Appendix 1: Summary of evidence and local intelligence on COVID-19 inequalities



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Appendix 2: City and Hackney COVID-19 inequalities matrix (DRAFT in development)



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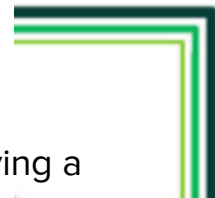


COVID-19's Impact on Inequalities

Comparing national evidence to local data

Briefing Paper

Introduction



There is clear emerging evidence that the impact of COVID-19 and the resulting lockdown is having a disproportionate impact on some communities. The recent Public Health England review into [*Disparities in the risk and outcomes of COVID-19*](#) concluded that ‘the impact of COVID-19 has replicated existing inequalities and, in some cases, has increased them.’

This briefing paper shows what the national evidence tells us about different risks by

- Age
- Deprivation
- Ethnicity
- Gender
- Occupation
- Care homes

The paper will then supplement the national evidence with local data and insight to provide a better picture of the different levels of risk for communities in Hackney.

1a. Older People: national evidence



Risk of mortality

- Older people are at a much higher risk of dying from COVID-19.
- Several papers ([ONS](#), [OpenSAFELY](#), [PHE](#)) have all shown that the risk of dying from COVID-19 dramatically increases for older people (with the number of deaths rising significantly after age 60)
- This may reflect that older people are more likely to have (multiple) comorbidities.

The impact of lockdown

- The [ONS](#) has published findings from a survey which finds that 50.1% of Adults over the age of 65 reported loneliness as a result of lockdown. This is significantly more than the average for the Great Britain population which is 30.9%.
- VCS groups have raised concerns that the effects of lockdown will be damaging for older people, particularly the restrictions on social interactions
- The [Centre for Ageing Better](#) has produced a briefing which discusses how lockdown might impact old people's' mental health, their ability to be active and their access to information as a result of a digital divide

1b. Older People: local data



Mortality and morbidity

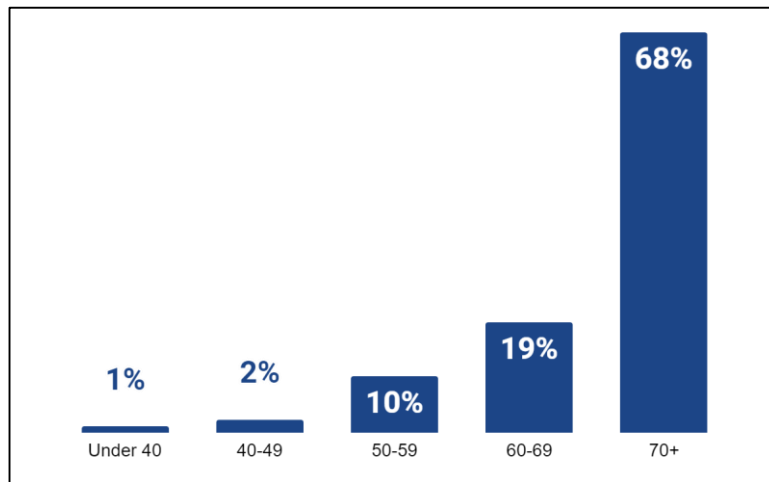
- Out of 175 deaths in City & Hackney involving COVID-19, 119 (68%) were among people aged 70+
- Only 3% of the deaths involved persons who were younger than 50.
- Local data suggests we are starting to see more people of younger ages be infected with Covid-19 but this is likely to reflect changes to testing eligibility.

The impact of lockdown

- [HCVS](#) has highlighted that the digital divide for older people continues to be an ongoing concern
- HCVS have also raised concerns of prolonged isolation and its effect on physical and mental health
- Evidence from the City & Hackney [JSNA](#) says that older residents are at much higher risk of social isolation

Deaths by age, sex, and place of death

Proportion of deaths in Hackney involving Covid-19 infection, 1 March to 27 May 2020, by age



1c. Care homes



The [Kings Fund](#) have reviewed location of death from Covid-19 in England and Wales.

- By week ending 1 May 2020, the number of deaths in care homes was almost three times higher than the average weekly number of deaths in care homes over the past five years.
- Deaths in care homes started to decline somewhat later than hospital deaths.

In Hackney:

- 135 (77%) deaths occurred in hospital, 24 (14%) at home and 15 (9%) in a hospice, care or a nursing home. This reflects the relatively low proportion of Hackney's population in older people's care homes.
- All 4 of the older people's care homes in Hackney reported at least one outbreak of Covid-19 to PHE over March and April.

2a. Ethnicity: national evidence



Morbidity and mortality

- Several studies ([IFS](#), [ONS](#), [Health Foundation](#), [OpenSAFELY](#), [PHE](#)) show all non-white ethnic groups to be at greater risk of dying from Covid-19 even once some socio-demographic factors were taken into account.
- Public Health England have reported that people from Black ethnic groups were the most likely to be diagnosed with COVID-19. Additionally PHE has found that death rates from COVID-19 were highest among people of Black and Asian ethnic groups. This is the opposite of what is seen in previous years, when the mortality rates were lower in Asian and Black ethnic groups than White ethnic groups.
- An [ONS evidence review](#) suggests that, while only 2% of White British households experienced overcrowding, 30% of Bangladeshi households, 16% of Pakistani households and 12% of Black households experienced this which may impact upon transmission.

The impact of lockdown

- According to the [IFS](#), the economic impact of lockdown may be more significant in some ethnic groups.
 - o Bangladeshi, Pakistani, Black African and Black Caribbean men are more likely to work in lockdown sectors;
 - o Bangladeshis, Black Caribbeans and Black Africans are more likely to have limited savings to fall back on.
- [The Fawcett Society](#) has published survey findings which suggest additional pressures on Black and minority ethnic groups as a result of lockdown.
 - o 42.9% Black and minority ethnic women said they believed they would be in more debt than before the pandemic compared to 37.1% of white women and 34.2% of white men.
 - o 23.7% of Black and minority ethnic mothers reported that they were struggling to feed their children compared to 19% of white mothers.

2b. Ethnicity: local data



Morbidity and mortality

- [A paper by researchers](#) at Queen Mary University of London and King's College London studied COVID-19 presentations to GP practices in City & Hackney, Newham, Tower Hamlets and Waltham Forest. The paper concluded that there is a two-fold increase in odds of infection for South Asian and Black adults compared to White adults.
- Black and minority ethnic communities have higher rates of underlying health conditions like Diabetes and CVD which put them at greater risk of dying from COVID-19, although white groups have higher reported rates of COPD and asthma.
- Under-reporting within certain groups may also affect our local understanding of underlying conditions.
- We have information locally on positive cases and country of birth which we know is a poor proxy for ethnicity.

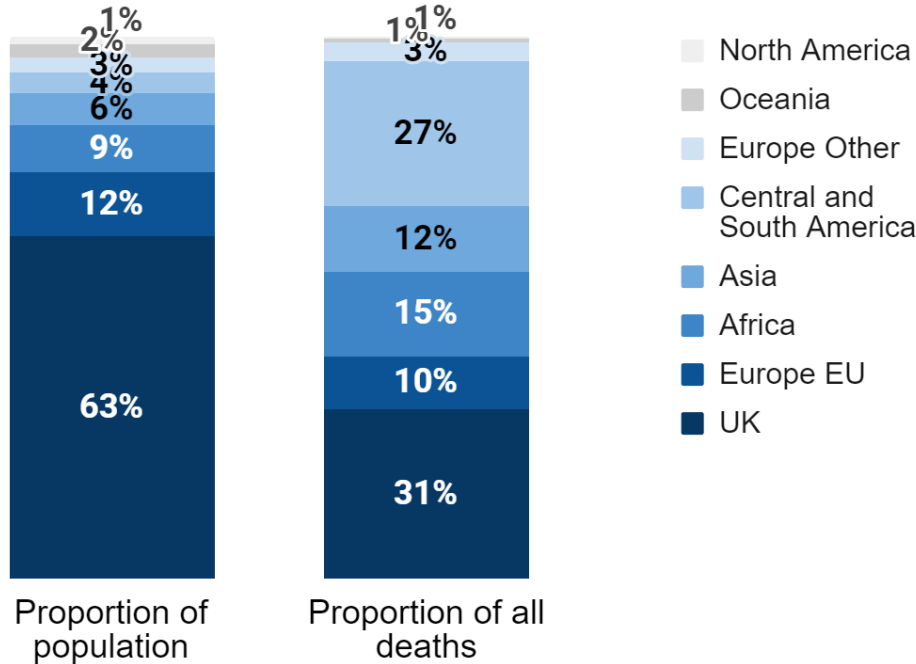
The impact of Lockdown

- There are some local concerns about lockdown being enforced unfairly, linked to the historic impact of Stop and Search on Black and minority ethnic communities, and how this could be exacerbated;
- We are yet to understand the impact of lockdown on mental health outcomes within the community but given the disproportionate impact of mortality in certain groups, we may also expect to see differences in long-term outcomes.
- Some groups may also struggle to access digital services more than others. We need to consider this as we move to the next phase on disease management via the track and trace approach.

2c. Ethnicity: local data



Covid-19 deaths by place of birth (12th March - 27th May 2020)



- Country of birth is not a great predictor of ethnicity.
- Out of 175 deaths, 120 (69%) were among residents born outside the UK.
- In comparison, only around 37% of Hackney residents were born outside the UK.

3a. Deprivation: national data



Impact upon mortality

- Both the [ONS](#) and [PHE](#) conclude that mortality rates from COVID-19 in the most deprived areas are more than twice that of the least deprived areas.

Impact of lockdown

- People in lower SES jobs may have reduced opportunities to work from home, which may make them more exposed to the virus or unable to work and therefore experience financial losses.
- The poorest groups in society are more likely to have underlying chronic conditions, which may increase their risk of dying from COVID-19.
- A number of papers show that poorer students are negatively impacted by lockdown. Teachers reported that students from poorer backgrounds have [less resources to complete school work](#) and the [quality of their work is also lower than usual](#).
- The [Children's Commissioner](#) has also written about the greater risk that 2 million children at as a result of lockdown. This is due to them experiencing from food poverty or from living in households with higher needs - parental mental ill-health, substance misuse, domestic abuse.
- According to the [Food Foundation](#), the COVID-19 pandemic has quadrupled the number of adults who experience food poverty.



3b. Deprivation: local data

Occupation/ SES and Covid-19

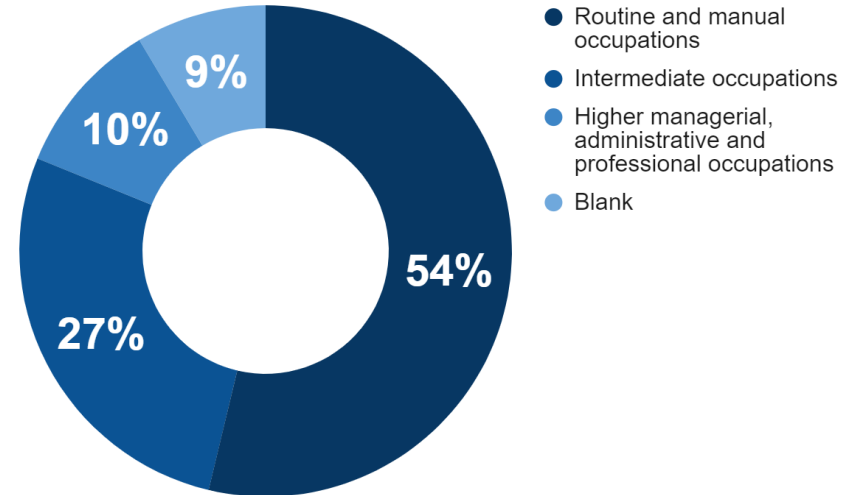
- Most COVID-19 deaths were registered among people from a lower socio-economic background
- Of all deceased for whom the occupation was known, 94 (54%) of deaths were among people employed in routine and manual occupations.
- This is in contrast to around 32% of Hackney's population being in routine and manual occupations
- [Note - it is likely that most people were retired*]

Reviewing Hackney's data by postcode

- There are many challenges faced by reviewing Hackney's data by postcode. This doesn't always give a clear understanding of the impact of deprivation, particularly when numbers are small.

Deaths by social class

Proportion of deaths involving Covid-19 infection, 1 March to 27 May 2020, by socio-economic status



3c. Deprivation: local response



Food poverty

- Currently in Hackney around 1,800 households are receiving food parcels; however the local service is gradually being phased out. Of these recipients, [70% said](#) they are struggling to pay for food.
- Recently Hackney's 'I Need Help' service made 85 referrals to the Food Bank; referrals are estimated to increase to around 500 people over the coming weeks.

Financial issues

- **Hackney JCP:** Between 13 March and 12 April 2020 Hackney Jobcentre Plus had 4442 new UC claims. By 12 April 2020 it had 13356 UC claims. Previously it had around 200 new claims a week and this is now 1000 claims a week.
- **Hoxton JCP:** Between 13 March and 12 April 2020, Hoxton JCP 3613 new UC claims. By 12 April 2020, Hoxton JCP had 10290 UC claims.
- Not specifically related to deprivation but the Council's [Covid-19 Community Survey](#) highlighted that around a 1/3 of respondents would face 'significant financial difficulties' for mortgage/rent payments; food shopping; and household bills, as a result of the pandemic and lockdown.

Digital divide

- This issue has come out repeatedly in Neighbourhood Conversations with the community.
- Groups are concerned about for children and young people who need to digital equipment and access to complete school work and access support services
- There are also concerns that the digital divide will mean that there will be issues for people in accessing the latest public health messaging

4a. Occupation: national evidence



National evidence

- [In the male population](#), 5 out of 9 occupation groups had a higher risk of dying from COVID-19 than the overall male working age population. Workers in 'low-skilled' categories were at the greatest risk of dying from COVID-19.
- Male workers with increased risk include workers in construction, security, taxi services, bus and coach drivers.
- Among women, only 1 of the 9 occupation groups had a statistically significant higher mortality rate than the average for the female working population. This occupation group was 'Caring, leisure, and other service occupations.'
- **Both men and women care workers are at greater risk of dying of COVID-19** than the whole working population. However, male social workers had a significantly elevated risk of dying from COVID-19. Male care workers had a mortality rate of 23.4 per 100,000 (compared to 9.9 for whole male working population). Female care workers had a mortality rate of 9.6 per 100,000 (compared to 5.2 for whole female working population).
- The [Kings' Fund](#) report that [higher mortality is reported also for NHS and social care staff from Black, Asian and minority groups](#). This excess Covid-19 mortality in these groups is [only partially attributable to clinical factors and deprivation](#).



5a. Gender: Morbidity and Mortality

a. National Evidence

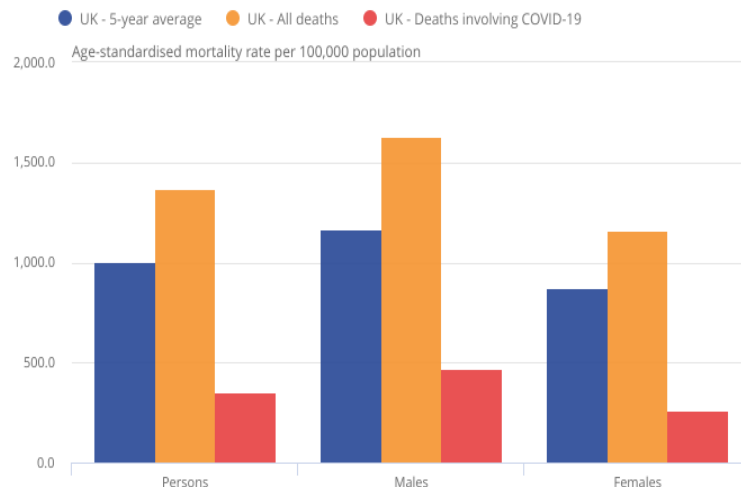
- There is clear evidence ([Health Foundation](#); [ONS](#); [OpenSAFELY](#); [PHE](#)) that men are at greater risk of dying from COVID-19 than women.
- Research by the [Health Foundation](#) suggests that the socioeconomic gradient in mortality from COVID-19 could be steeper for women.
- The IFS warns that women may be vulnerable to long-term labour market disadvantages in the coming economic downturn.

a. Local evidence

- Using Hackney data (up to 3rd June), out of 175 deaths involving Covid-19 infection:
 - o 100 (57%) of these were male and 75 (43%) were female deaths.
 - o The age-standardised mortality among males is significantly higher compared to females.

Figure 2: Males had a higher age-standardised mortality rate compared with females for both all causes and deaths involving COVID-19

Age-standardised mortality rate per 100,000 population, deaths occurring in March and April 2020, registered by 15 May 2020, by sex, UK



Source: Office for National Statistics, National Records of Scotland, and Northern Ireland Statistics and Research Agency



7. Air Quality: National and international evidence

- [A paper published by researchers](#) at Harvard found that a small increase in long-term exposure to fine particulate matter (PM2.5) leads to a large increase in the COVID-19 death rate.
- [A paper published by researchers at the University of Cambridge](#) found that the levels of multiple markers of poor air quality, including nitrogen oxides and sulphur dioxide are associated increased numbers of COVID-19-related deaths across England, after adjusting for population density.
- [A paper published in April 2020](#) found a strong correlation between increment in air pollution and an increase in the risk of COVID-19 transmission within London boroughs.

Conclusion



- It is evident that the situation in the City and Hackney mirrors what we are seeing nationally and in other countries, with disproportionately high cases of infection and deaths amongst older people, people from Black and Asian Communities, people from lower SES backgrounds, and men.
- The social and economic consequences of Covid-19 will extend beyond the period of the outbreak and also need consideration.
- What do we need to do next?
 - Continue to review the literature as it emerges and assess the local data on cases, deaths and the impact of lockdown;
 - Co-ordinate our efforts with others locally to develop a comprehensive local understanding and response; and
 - Consider how the work of the ICB can support efforts to tackle health inequalities that are being exacerbated by Covid-19.

City and Hackney System Operational Command: Phase Two Restoration and Recovery Plan

Draft submitted to NEL ICS, 5th June 2020



Background and context

- At the end of March 2020, System Operational Command arrangements were established in City and Hackney to provide a coordinated emergency planning and resilience response across the local health and care system during the pandemic
- During Phase One of the pandemic response, SOC co-ordinated operational leadership of the local system, ensuring successful joint working between GP practices, community health services, social care, mental health services, the voluntary sector, the local acute hospital, and links to wider public services. SOC was able to build on strong relationships and leadership structures which existed already through City and Hackney's integrated commissioning programme
- All transformation programmes and Workstream Programme Boards under City and Hackney's Integrated Commissioning Programme architecture were suspended, and the Integrated Commissioning Board moved to a short monthly update call
- During Phase One System Operational Command was able to respond swiftly and effectively to the pandemic. Assurance and approval processes were streamlined and safely minimised. National changes, including the direction to suspend activity-based contract payments and implement block contracts supported this streamlined response
- As we move from the crisis footing of Phase One into a second 'restoration and recovery' phase, SOC's priorities will be to ensure that service delivery is fully restored in the context of the ongoing pandemic (addressing the 12 Expectations) but also to restart our existing programmes of transformation work and reshape our long term plan ambitions in a new context. In Phase Two SOC will move from managing delivery of a short-term Action Plan to a longer-term Integrated Delivery Plan
- SOC will need to continue to provide the swift and effective operational leadership of our pandemic response that it achieved during Phase One. It will also need to co-ordinate the delivery of our programmes of transformation work during a period of transition, as we implement the necessary changes to establish an Integrated Care Partnership within NEL ICS
- It will be for the statutorily accountable parts of our local system to decide upon the specific organisational, contractual and governance structures which will underpin the Integrated Care Partnership, drawing on wider changes at CCG and ICS level. SOC will be responsible for operationally delivering these changes as part of the Integrated Delivery Plan

An ongoing system commitment to reducing health inequalities

- The terrible toll exerted by the COVID-19 pandemic serves as another reminder of the deep social and economic inequalities which affect the health and wellbeing of our local populations
- The organisations that make up City and Hackney's local health and care system remain committed to a long term change programme which will move our focus from health and care service provision towards a better understanding of and response to the wider determinants of health; achieving more effective outcomes for local people and responding more holistically to the complexity of their needs, and to the specific needs of different local populations. Our vision of integrated care supports frontline staff to work with local people, harnessing their strengths and connecting them with resources to support their wellbeing; and advocating on behalf of our most complex and vulnerable service users
- This vision has run through our commitment to integrated commissioning, our Neighbourhoods programme, our local Long Term Plan response and through close partnership working between provider organisations. It will be at the heart of our Integrated Delivery Plan and will inform the restoration and recovery work of the SOC in Phase Two.

Our vision

Working together across City and Hackney to support people and their families to live the healthiest lives possible and receive the right care when they need it.

- **More support** for patients and their families to get healthy, stay well and be as independent as possible
- **Neighbourhoods** where people and communities are actively supported to help themselves and each other
- **Joined up support** that meets the physical, mental and other needs of patients and their families
- **High quality** GP practices, pharmacies and community services that offer patients more support closer to home
- **Thriving local hospitals** for patients when they need them

Our strategic objectives

We have developed five strategic objectives for the programme:

- **Deliver a shift in resource and focus on prevention** to improve the long term health and wellbeing of local people and address health inequalities
- **Deliver proactive community based care** closer to home and outside of institutional settings where appropriate
- **Ensure we maintain financial balance as a system** and achieve our financial plans
- **Deliver integrated care** which meets the physical, mental health and social needs of our diverse communities
- **Empower patients and residents**

The following partner organisations have been involved for some time in City and Hackney's existing integrated commissioning work:

- The London Borough of Hackney
- Corporation of the City of London
- City and Hackney NHS Clinical Commissioning Group
- East London NHS Foundation Trust
- City and Hackney GP Confederation
- Homerton University Hospital NHS Foundation Trust
- City and Hackney Local Pharmaceutical Committee
- Schools and Children's Centres
- Hackney Centre for the Voluntary Sector
- A range of local voluntary and community organisations
- Healthwatch City of London
- Healthwatch Hackney

SOC Phase Two Plan sections

City and Hackney SOC Phase 2 Plan sections

<p>OOH service recovery: Restoration, access & safety</p>	<p>This section of our plan sets out how we will ensure as a system that all Out of Hospital services:</p> <ul style="list-style-type: none"> • Are fully restarted (where services have been reduced or paused as a result of the initial pandemic response) • Are compliant with Infection Prevention and Control guidance, inc. appropriate segregation and remote access • Have resilience plans in place to respond to surges in demand associated with a second peak • Have considered the equalities impact of service changes and taken steps to address these or escalate to SOC • Specific support to Shielded Patients, Care Homes, and packages of care for vulnerable people with LTCs
<p>Restoration of elective work: Maintaining tight integration with the local system</p>	<ul style="list-style-type: none"> • Linking our local support packages for long term conditions with changes in planned care • Ensuring that primary care and Neighbourhoods links and pathways with secondary care are maintained (ie. Advice and guidance, diagnostics, MDT involvement) • Ensuring effective local patient engagement, communications and co-design in relation to planned care restoration • Maintaining effective discharge pathways with changes to planned care
<p>Updated transformation plans: Delivering our Long Term Plan and integrated care ambitions</p>	<ul style="list-style-type: none"> • Integrated Delivery Plan for Phase 2 • Urgent care and rapid response – before hospital • Population Health Management and Intelligence • Clinical leadership – expanded role of Clinical Practitioner Forum • Inequalities Framework
<p>Phase Two governance and support arrangements</p>	<ul style="list-style-type: none"> • Revised SOC Term of Reference • Roadmap for creation of a local Integrated Care Partnership including SOC links to wider local system changes (establishment of a Neighbourhood Health and Care Partnership, establishment of single CCG) • Changes to our Strategic Enabler functions (Workforce, Digital and IT, Estates, Comms and Engagement, Community connection and VCS, Primary Care, and Population Health Intelligence) • Revised system PMO arrangements

Out of hospital local service recovery: Restoration, access and safety



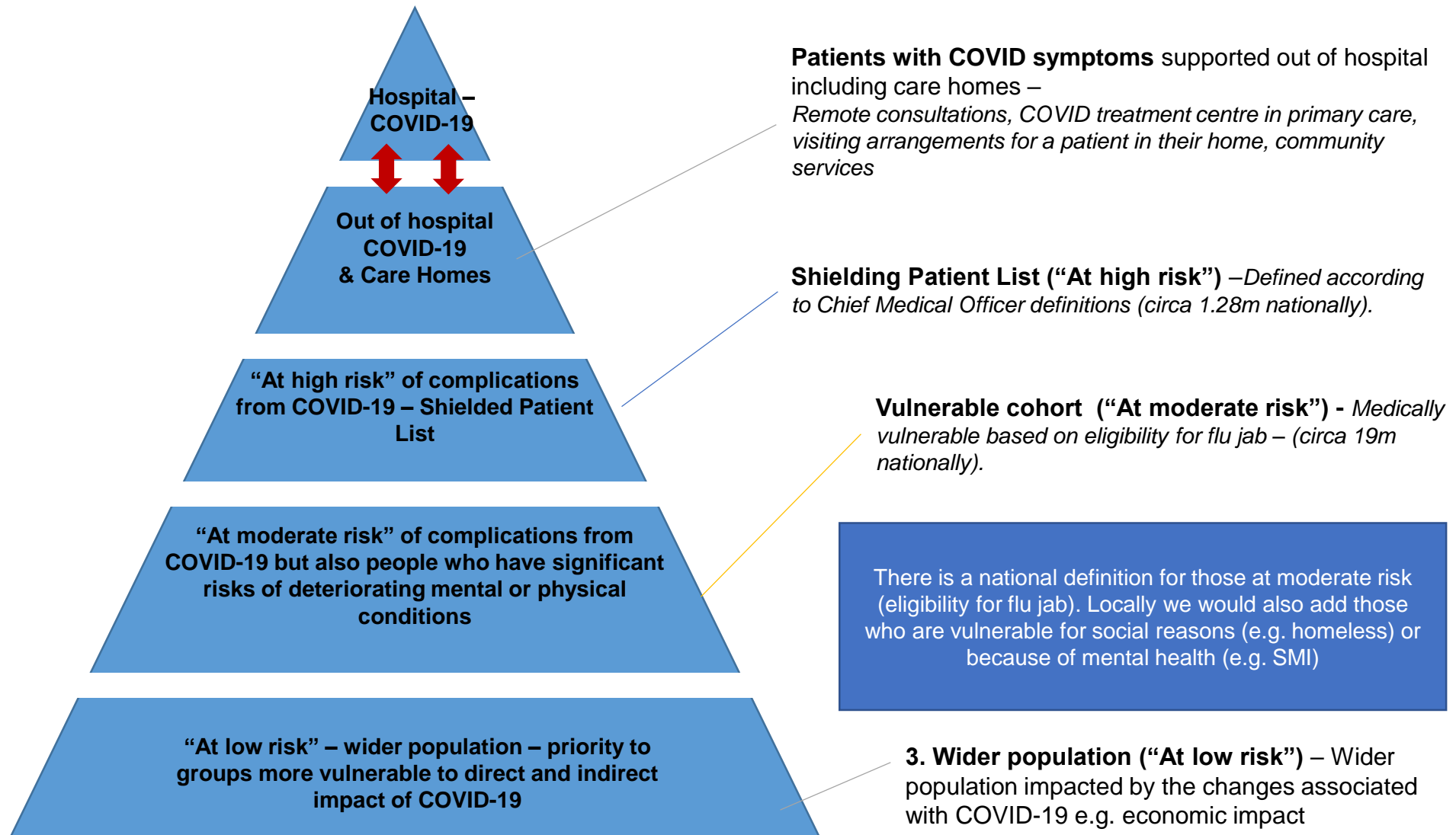
SOC assurance on service safety, resilience and restoration

- During Phase Two SOC has a responsibility to ensure that local health and care services have resumed and are accessible and safe in the context of the pandemic response, and that service users are aware of changes to services, and that the equalities impact of changes have been considered and addressed
- Individual organisations remain statutorily and legally responsible for health and care services they provide, including CQC responsibilities. SOC does not intend to duplicate Board Assurance Frameworks and other accountability frameworks, but to co-ordinate a local system response
- During June 2020 SOC is requiring each organisation providing out of hospital health and care services to provide it with an assurance that all of their services:
 - Have plans in place during Phase Two to resume a **full service** (where services were reduced in scope or paused during the phase one crisis response)
 - Are **complying with infection prevention and control guidance in relation to service access and service segregation, as well as safeguarding guidance**, and have plans in place for delivering any remedial actions and deadlines for resolution
 - Have prepared **emergency resilience and surge plans in preparation for a second peak** of COVID-19 infections
 - Have effectively communicated service changes and engaged with **service users and communities** over service restoration work
- SOC acknowledges that the size of organisations and levels of risk involved in services will have an impact on their ability to respond. SOC will identify common themes where support and guidance may be needed, particularly for smaller grant-funded organisations
- In particular SOC will ask organisations to provide specific details about any problematic areas or risks in relation to these service restoration plans, and by mid-July SOC will develop a **Service Restoration Exception Plan**
- From mid-July a sub-group of SOC will ensure that all outstanding issues relating to IPC compliance, service access and restoration, the equalities impact of changes, and surge and resilience planning are escalated and resolved, and that all exceptions have been addressed

Service assurance questions for accountable local organisations

Service restoration plans	Infection Prevention and Control and remote access	Safeguarding arrangements	Surge Plans	Equalities Impact assessment	Service user engagement
If services have been paused or reduced in scope, are you assured about the plans in place for full service restoration? By when have you assured yourself that all services will be fully restored?	Are you assured that your services have implemented the appropriate IPC guidance and that services are safe on an ongoing basis?	Are you assured that appropriate arrangements are in place for safeguarding children and young people – particularly in the context of changes to service access?	Are you assured that EPRR plans have been updated to prepare an effective response in the event of a second peak of COVID-19 infections?	Are you assured that you have considered the equalities impact of changes to services on service users, particularly economically and socially disadvantaged or vulnerable groups?	Are you assured that changes to the access or availability of services has been effectively communicated with both existing service users and potential service users?
Are you assured that all of your services (where appropriate) are accessible to patients on the Shielded List?	Are you assured that measures are in place for all services to provide remote or virtual access? Are you assured that full use is being made of digital telemedicine and remote testing opportunities?	Are you assured that appropriate arrangements are in place for safeguarding vulnerable adults – particularly in the context of changes to service access?	Are you assured that your service(s) would proactively escalate early warnings of potential rises in infections or risky behaviours that may require a system response?	Are you assured that access is still protected for those without digital access or who with specific access or language requirements?	Are you assured that service users and communities have been engaged in co-design of service changes?
Are you assured that COVID-19 services changes will not diminish co-ordinated and integrated work with other local services to ensure patient-centred care?	Have you assured yourself of the safety of your staff based on a combination of risk factors including health status, race and ethnicity?	Are there any specific risks or service challenges arising from the above that should be escalated to SOC?	Are there any specific risks or service challenges arising from the above that should be escalated to SOC?	Are there any specific risks or service challenges arising from the above that should be escalated to SOC?	Are there any specific risks or service challenges arising from the above that should be escalated to SOC?
Are you assured that any learning from the Phase One response has been captured and shared where relevant?	Are you assured that your service is integrated appropriately with testing and contact tracing resources?				
Are there any specific risks or service challenges arising from the above that should be escalated to SOC?	Are there any specific risks or service challenges arising from the above that should be escalated to SOC?				

Our risk stratified response to COVID-19 in City and Hackney



Patients with COVID symptoms supported out of hospital including care homes –
Remote consultations, COVID treatment centre in primary care, visiting arrangements for a patient in their home, community services

Shielding Patient List ("At high risk") – Defined according to Chief Medical Officer definitions (circa 1.28m nationally).

Vulnerable cohort ("At moderate risk") - Medically vulnerable based on eligibility for flu jab – (circa 19m nationally).

There is a national definition for those at moderate risk (eligibility for flu jab). Locally we would also add those who are vulnerable for social reasons (e.g. homeless) or because of mental health (e.g. SMI)

3. Wider population ("At low risk") – Wider population impacted by the changes associated with COVID-19 e.g. economic impact

Restoration of elective work:

Maintaining tight integration with the local system

A NEL-wide approach to the restoration of acute elective work

Complex elective procedures

Complex elective procedures typically have more co-dependencies and require a more specialist workforce. Complex cases are higher risk and therefore require the strictest protocols for screening, testing and segregation. Therefore the first component of our model is the consolidation of complex elective care across a smaller number of sites. This will increase the resilience of the workforce for these services, and enable us to deliver these services in a COVID-protected space.

Complexity in elective care may refer to the nature of the surgery, the needs of the patient or both. There are patients who are complex and require additional support during their hospital stay.

Simple elective surgical procedures

'Simple' elective services are higher in volume and have greater throughput. In NEL there is a backlog of activity which needs to be worked through, due to the suppression of activity over the first COVID peak, against a backdrop of long waits in some services that must also be addressed.

The second component of the NEL-wide elective care model is the creation of high volume centres for the management of simple elective surgical procedures. This will enable us to make the most efficient use of our theatre space and workforce, as well as maintaining COVID protected space for elective care. To support the delivery of this, we are developing lead providers for our high volume specialties across NEL. Initial proposals for these lead providers have been developed, though they need further work before they can be formally agreed.

Outpatient services

The next component of the NEL model is the safe delivery of **outpatient services**. The COVID pandemic has expedited much transformation of outpatient services, including the expansion of virtual consultations, advice and guidance and community services. Retaining the progress made will be critical to our elective model going forward and we plan to move to virtual by default. Further work is required to assess how we should configure outpatient services across the sector while retaining equitable access.

Diagnostics

Finally, the delivery of diagnostics is a critical enabler for the model as outlined above and across NEL we have established a diagnostics and imaging hub with Barts Health as the lead provider to progress this work.

Local considerations in relation to the restoration of elective work

As part of the work under our Integrated Delivery Plan, in Phase Two we will work to ensure that:

- Our local proactive support packages to primary care for specific cohorts of patients with long term conditions (who are at greatest risk of exacerbation or deterioration) continue to link in with proposed changes in elective care delivery, including diagnostics, monitoring, outpatient activity and advice and guidance links to secondary care clinicians
- Effective MDT links with secondary care which have been established through the Neighbourhoods programme and PCN development are maintained during changes in elective pathways
- Our plans for communications and engagement will ensure that:
 - The successful Clinical Practitioner Forum which we established during Phase One is fully informed and engaged in changes to elective care
 - We effectively explain these changes to local people and service users and involve them in co-design and co-production of changes where possible
- The rapid discharge pathways we have developed in partnership with social care partners remain effective in the context of any changes to elective care pathways
- Our local system approaches to cancer screening, diagnosis and referrals are still effective
- We work as a local system to recast our operating plan in the light of changes in activity in the past few months to ensure that resources continue to be allocated most effectively

Based on analysis of local non-elective emergency admissions for high risk conditions in March and April compared to a baseline of previous years, data shows a concerning drop in activity which potentially suggests a 'storing up' of presentations of acute illness, which could lead to a peak of non-COVID-related emergency admissions in the coming months. Our plans to address this risk include:

- Working with partners to further analyse data to understand whether a reduction in emergency activity could be the result of more effective out-of-hospital interventions - and if so, building our learning from this
- Ensuring that further activity and capacity planning and analysis is done in the high-risk areas which gave greatest cause for concern: MI, ischaemic heart disease, cellulitis, sepsis, heart failure, COPD, asthma, diabetes and paediatric injuries

Updated transformation plans:

Delivering our Long Term Plan and integrated care ambitions through Neighbourhoods



Our Integrated Delivery Plan

Building on the success of our co-ordinated system leadership in phase one, we believe that a future system delivery plan is best organised around a single **thematic view** of groupings of **population health outcomes and improvement areas** rather than four or five plans reflecting the way that services are structurally organised

Our Integrated Delivery Plan is featured as a 'plan on a page' on the next slide, and SOC is currently going through a process to develop a full and detailed plan to use in co-ordinating our work during Phase Two.

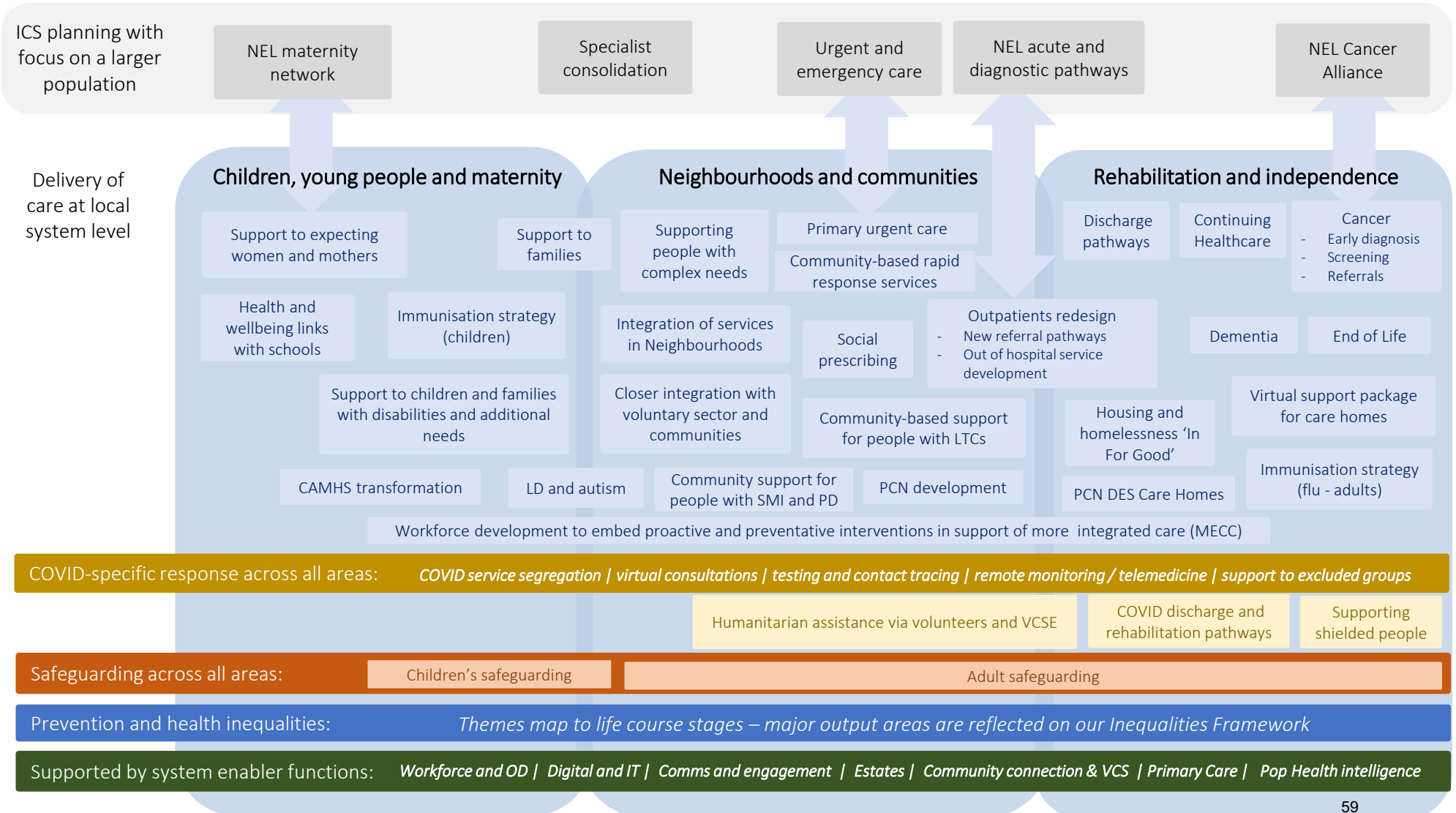
The functional areas we have grouped our planning actions around:

- Follow the aims of the Long Term Plan in wishing to avoid the influence of historic organisational and contractual structures, with greater priority placed on keeping people healthy and independent in **out of hospital** settings (at home or in the community)
- Loosely map to **life course stages**, in order to link with wider partnership work on reducing health inequalities
- Maintain our focus on **Neighbourhoods** as the building blocks of integrated community support
- Encourage a focus on **population health outcomes, prevention** and **wellness** (as opposed to illness) as supported by local residents through our Outcomes Framework

It is our aim during Phase Two to build a single delivery-focused view of our various transformation plans as a local system which encourages cross-cutting approaches and the greater collaboration necessary to deliver integrated care. This will include consideration of how best to utilise and develop existing integrated programme approaches.

Integrated delivery plan on a page – functional areas

This high-level plan details the major programmatic areas of integrated health and care provision which will be delivered by local mental health, primary care, social care, community health and voluntary sector organisations working in partnership in City and Hackney



A focus on neighbourhoods and communities

Our Neighbourhoods Programme continues to be at the heart of the way we are organising out-of-hospital services, managing our population health response and collaborating with Primary Care Networks and local public services. In Phase Two key actions and milestones are:

High-level actions in Phase Two	Milestones	Functions on the Integrated Delivery Plan this meets
Phase one: Establish adults MDTs across all Neighbourhoods to support people with complex needs and begin to capture learning	Now to end of July 2020 (this is to cover the period we've asked PCNs to chair / lead initially although the will have all launched by mid-end of June)	Supporting people with complex needs Integration of services in Neighbourhoods
Phase one: Establish children and families MDTs across all Neighbourhoods to support people with complex needs and begin to capture learning	Now to end of July 2020 (to be checked with Amy Wilkinson)	Support to families Supporting people with complex needs Integration of services in Neighbourhoods
Phase two: Embed adults and children and families MDTs in all including the provision of OD support for leadership and wider Neighbourhood team.	July 2020 to end of March 2021	Integration of services in Neighbourhoods
Develop and agree a sustainable model for all Neighbourhood MDTs. This includes MDT chairing, administration and a sustainable model for care coordination / navigation.	End of September 2020 (sustainable model commencing from 2021/22)	Support to families Supporting people with complex needs Integration of services in Neighbourhoods
Initial development of population health needs and inequalities (in light of COVID-19) and identification of priorities within Neighbourhoods	End of September 2020	Prevention and health inequalities (cross-cutting)

In Phase Three the following high-level actions will take place by March 2021:

- Evaluation approach established to capture the learning / impact of Neighbourhood Teams and MDTs
- Deliver service transformation to fully align services with Neighbourhoods in the following areas (for the adults MDT): Adult Community Nursing, Adult Community Therapies, Adult Social Care, Mental Health, Care coordination / Community Navigation and Voluntary Sector
- Develop and test models for Neighbourhood Partnerships including learning from other areas
- Further development and engagement of population health priorities within Neighbourhoods

What the Neighbourhood MDT looks like



What we are now working towards:

- Regular review of patients who are most vulnerable within a virtual Neighbourhood MDT
- A focus on supporting people with complex and acute needs and vulnerabilities
- A core group of professionals who are actively involved
- Resourced administration for Neighbourhood MDTs
- Effective routes of referral into virtual Neighbourhood MDTs initially from GP Practices but then from individual organisations
- Remote monitoring support to enable remote consultation wherever possible

Other supporting work in neighbourhoods and communities

Urgent care and rapid response before hospital

In Phase Two we will work with NEL partners to develop improved pathways from 111 to support reduction in ED attendances and agree specific pathways from 111 into primary care and into SDEC or hot clinics at the Homerton hospital site

Primary Care Networks development

PCNs are central to the clinical leadership and delivery of our vision for Neighbourhoods. In Phase Two we will:

- Work with PCNs to establish their role within the local system as providers and as system leaders
- Work with the GP Confederation to continue to support PCNs to develop their management infrastructure
- Continue to build capacity in Neighbourhoods teams so they can support PCNs to work with partners in taking a population health approach and provide multi-agency care

Community-based support for people with LTCs

In Phase One we developed local proactive support packages to primary care targeted to specific identified cohorts of patients with long term conditions (who have been identified as being at greatest risk of exacerbation or deterioration). In Phase Two this work will continue with further support for remote monitoring and telemedicine as well as self-care support and resources

Taking a population health approach

In Phase Two we plan to build on tools already provided by CEG and partners and request further support from NEL ICS colleagues with provision of more effective and proactive population health data tools to support targeted work at Neighbourhood and practice level

Supporting clinical leadership

In Phase Two we will expand upon and build the role of the Practitioner Forum which has been an effective virtual forum for clinical and practitioner leadership and engagement. We will adapt plans for embedding and supporting collaborative quality improvement projects led by clinical staff as part of our Neighbourhoods OD and PCN development work.

Closer integration with the voluntary sector and communities

In Phase Two we will confirm a local VCS Target Operating Model and establish the VCN strategic enabler by July 2020

Responding to mental health challenges in Phase Two

Mental health responses are embedded in our approaches across our Integrated Delivery Plan, reflecting our commitment to integrated care including consideration for wellbeing and recognising the impact of mental health on physical health. However, in Phases Two and Three we face a number of significant challenges, and our plan response is as follows:

High-level challenge	Plan response in next two weeks:	Plan response in next month:	Plan response by end of Phase Two:	Plan response in next six months:
<p>Capacity to meet mental health demand HLP predict a 30% increase in mental health demand across London as a result of the pandemic. Services have reduced capacity due to high staff sickness and absence. LTP Mental Health investment is also largely on holding pending clarifications re. contracts and financial flows.</p>	Mental health capacity and demand modelling completed highlighting key gaps	Develop costed plans to address gaps	Implement plans	Monitor implementation
<p>Mental health inequalities Health inequalities for mental health service users have in many instances been exacerbated by the pandemic because of the effect of deprivation on the digital divide and access to the resources that maintain wellbeing, as well as the impact on cultural practices and communities.</p>	Complete offer of SMART phones through personal health budgets	Agreed plans with providers for: <ul style="list-style-type: none"> i) Socially distanced IT hubs for patients who are not able to access digital services ii) plans for face to face contact prioritising patients who are either can not use or are not best served by digital services iii) clarifying BAME community group plans to support mental health within specific communities 	Implement plans	Monitor implementation
<p>Shielded and vulnerable patient psychological wellbeing Those on the shielded list and those part of vulnerable groups e.g. those with an LTC are likely to experience a higher level of mental health problems due to the stress of an ongoing restricted lifestyle. People recovering from Covid may also be experiencing the effects of trauma.</p>	Develop and send out psychological wellbeing pack for those on the shielded list with links to IAPT. Adapt the IAPT website to more clearly address Covid related needs.	Develop a stronger pathway between LTC patients and IAPT services	Monitor IAPT access and LTC access rate	Monitor IAPT access and LTC access rate
<p>CAMHS return to schools The return to school presents an opportunity to resume the schools CAMHS Transformation Plans. This could however create a surge in demand. There are also risks attached to children who do not return.</p>	Agree plans including how to reach children not returning	Implement plans including restoration of CAMHS transformation plans	Monitor implementation	
<p>Return to BAU for suspended MH services <i>This will be covered under the first part of this plan, Out of Hospital Service Recovery, alongside all other health and care services</i></p>				

Addressing health inequalities in Phase Two

- The direct impacts of COVID-19 disease are disproportionately experienced by people from certain minority ethnic groups, older people, men, people with underlying health conditions, working in particular occupations and those living in socially deprived circumstances (untangling the contribution of these various overlapping risk factors is complex).
- The indirect impacts of lockdown and social distancing are also affecting some of the most vulnerable people and communities, including many of those described above as well as carers, certain faith communities, people with disabilities and those with no recourse to public funds.
- In Phase One SOC co-ordinated work to provide additional targeted support to vulnerable communities and groups such as the Charedi community and people in the community living with serious mental illness and personality disorder, working with community partner organisations. Our plans in Phase Two will build upon these targeted interventions and go further in tackling long-standing inequalities.

City and Hackney SOC Inequalities Framework	
Purpose:	<ul style="list-style-type: none"> • To ensure phase 2 planning retains an explicit focus on reducing health inequalities • To form the basis of a population health framework for City & Hackney
Principles:	<ul style="list-style-type: none"> • We will prioritise actions which target those who have been most detrimentally affected by COVID-19, and where we can make most impact as a partnership (taking a stratified approach) • No action will be taken as part of our phase 2 plans that further exacerbates pre-existing inequalities • Longer-term, we will continue to prioritise actions to reduce long-standing inequalities
Tools:	<ul style="list-style-type: none"> • Prioritisation matrix: a visual tool to highlight priority areas for action and help identify gaps/where plans not already in place • Decision-making tool - rapid EIA to guide decisions about phase 2 plans and make explicit our expectations about inequalities impacts • Equalities 'dashboard' - to monitor progress/impact of our actions

Phase Two governance:

Towards a local Integrated Care Partnership

Changes in governance during Phase Two

- We are moving from the reactive crisis footing of Phase One into the second phase of our response to COVID-19, and SOC is required to co-ordinate a 'new normal'; addressing both the new realities of service delivery under the pandemic (addressing the 12 Expectations) but also continuing to make the necessary changes to deliver our local long term plan response as an Integrated Care Partnership within NEL
- NEL ICS is maintaining level 4 incident command and control for phases one and two of the recovery plan, and during phase two other SOC groups within NEL are renaming themselves as Integrated Care Partnership Delivery Groups, in acknowledgement of this transitional phase for local systems. In Phase Three NEL will implement the ICS structures it will agree over the next 5-6 months.
- It will be for the statutorily accountable parts of our local system to decide upon the specific organisational, contractual and governance structures which will underpin the Integrated Care Partnership, and this will draw on wider changes at CCG and ICS level. SOC will be responsible for operationally delivering these changes as they are agreed, and they will form part of the Integrated Delivery Plan

This section of our plan sets out:

- Revised Terms of Reference for the SOC in Phase Two of recovery and restoration
- Changes to our Strategic Enabler functions (Workforce, Digital and IT, Estates, Comms and Engagement, Community connection and VCS, Primary Care, and Population Health Intelligence)
- Revised system PMO arrangements

Terms of Reference

Membership

Tracey Fletcher – Chair

Stephanie Coughlin (GP Clinical Lead)

Catherine Pelley (Nursing Lead)

Nina Griffith (Workstream Director)

Siobhan Harper (Workstream Director)

Amy Wilkinson (Workstream Director)

Jayne Taylor (Workstream Director)

Dan Burningham (Workstream Director)

Richard Bull (CCG Primary Care Director)

Simon Galczynski (Adult Social Care LB Hackney)

Chris Pelham (City of London)

Laura Sharpe (C&H GP Confederation)

Dean Henderson (C&H Borough Director, ELFT)

Sallie Rumbold (Community Health Services)

Mark Golledge (Neighbourhoods Lead)

Vanessa Morris (Voluntary & Community Sector)

Nic Ib (PMO)

Minimum meetings frequency

- Weekly on a Thursday
- Papers circulated afternoon before meeting

Meetings and administration

- Nominated admin support –*PMO team*
- Actions formally logged
- Decisions taken
- Notes, actions, decisions out to all members within one day

Purpose & Remit

In Phase Two of the COVID-19 response, the C&H SOC group will perform three main functions:

- Finalising and implementing the recovery plan for the City and Hackney local system, including recasting local transformation plans in the context of the 'new normal'
- Tracking activity and capacity locally to respond quickly to early signs of a second peak in COVID-19 infections and to initiate necessary resilience plans
- Co-ordinating our strategic programmes of delivery at system level during a transition period when governance and structures will adapt in preparation for establishing an Integrated Care Partnership in City and Hackney during Phase Three

At weekly meetings the group will review delivery progress against the SOC Integrated Delivery Plan and regular population health modelling reports.

The group will establish more effective and direct relationships with the local system strategic enabler functions so that their work more effectively supports delivery of the SOC Integrated Delivery Plan

The group will engage with NEL ICS workstreams as necessary and will escalate 'asks' to these in relation to local delivery work. The group will report in to the NEL ICS Recovery and Restoration Group as required, who will provide overall oversight for the ICS Recovery programme

In Phase Two the SOC will continue to provide a forum for leads to discuss challenges in development and/or implementation of plans and to seek support in resolving issues.

Activities OUT of scope

Non-Covid-19 related activities other than consideration of plans for phase three of the recovery and restoration plan.

Accountability and Authority

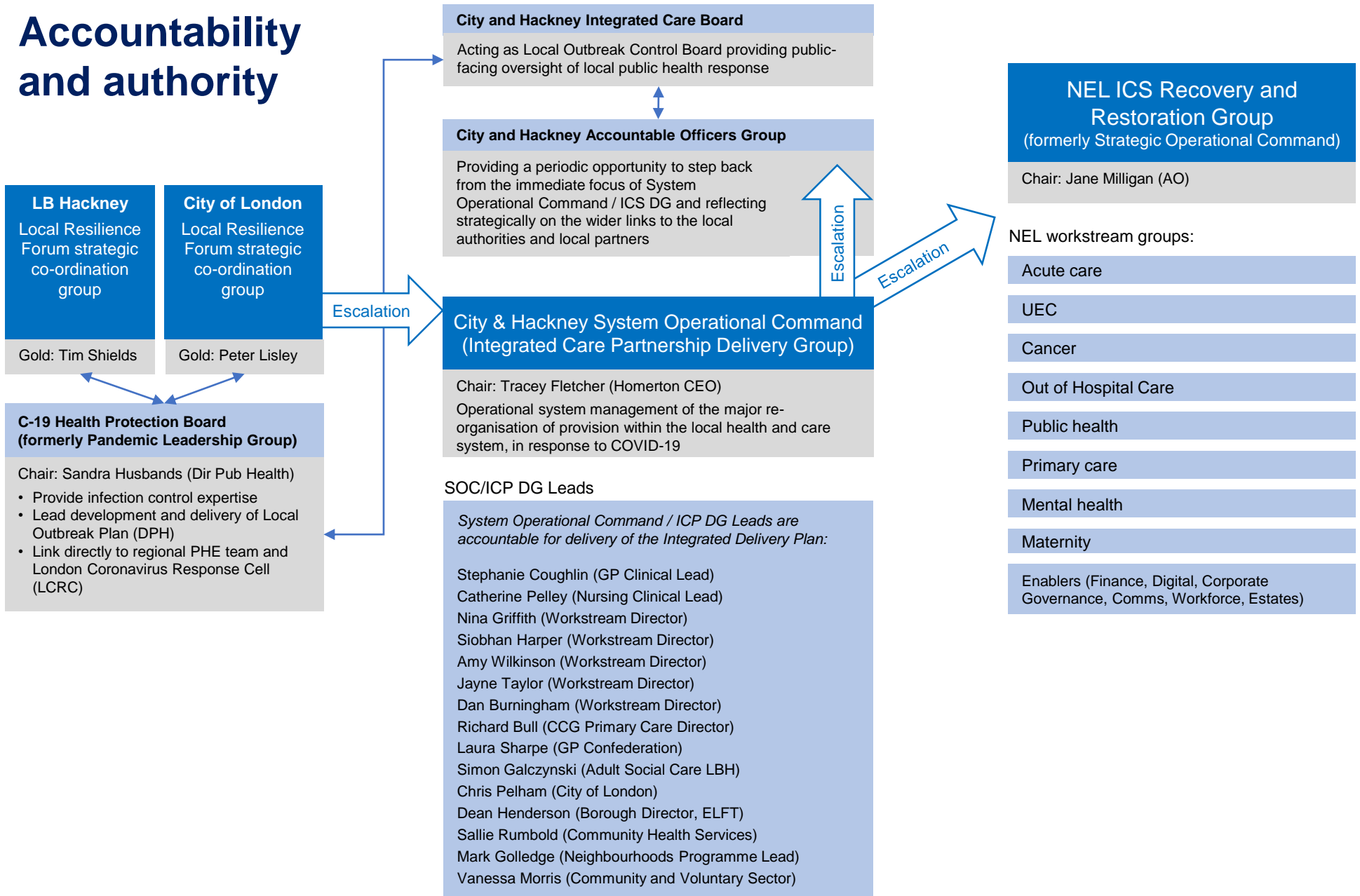
Accountable to NEL ICS Recovery and Restoration Group

Close liaison with Accountable Officers Group to ensure appropriate governance for significant decisions which impact on system partner organisations

Key interdependencies with other working groups and ICC activities

- City and Hackney C-19 Health Protection Board (formerly Pandemic Leadership Group)
- Local authority local resilience forums
- NEL ICS workstreams

Accountability and authority



Support required from system enabler functions during Phase Two

- During Phase One of the COVID-19 response, we did not formalise links between existing system enabler functions and SOC, although several SROs of enablers are members of SOC
- These functions are essential to delivery of Phase Two recovery plans and it will now be appropriate to agree clearer lines of responsibility in relation to SOC in order to align the work of enablers more effectively with phase two operational delivery
- In June and July, SOC will work to more directly align the work of the enabler groups with integrated delivery plans and programmes of work, including establishing a population health intelligence enabler group.
- This work will go hand in hand with the development of the Integrated Delivery Plan

<p>Workforce</p> <ul style="list-style-type: none"> • System workforce strategy & vision to support integrated care in Neighbourhoods • Workforce planning • Education & Training • System Organisation Development support & cultural change • Nursing/midwifery/AHP leadership and engagement • Psychological impact of the pandemic on staff <p>EXISTING</p>	<p>Digital and IT</p> <ul style="list-style-type: none"> • Single view of a person's health and care record • Coordinated care and care planning • Information and control for patient/empowerment • Supporting a co-ordinated local approach to virtual consultations and telemedicine <p>EXISTING</p>	<p>Estates</p> <ul style="list-style-type: none"> • Local system estates strategy & planning • Capital & investment strategy • Estates delivery • Primary care provision • Commercial developments • Corporate governance: estates and facilities <p>EXISTING</p>	<p>Comms and engagement</p> <ul style="list-style-type: none"> • Overarching system-wide communications & engagement • Intelligence on community and service user responses to pandemic • System support for co-design and co-production • Support for legal consultation duties in response to service changes <p>EXISTING</p>	<p>Community connection and VCS</p> <ul style="list-style-type: none"> • Local system co-ordination of work involving links with community organisations and the voluntary sector • System co-ordination of community navigation and connection roles and functions <p>EXISTING</p>	<p>Primary care</p> <ul style="list-style-type: none"> • Responsible for ensuring that population-level enhanced services contracts support admissions avoidance, LTP ambitions and integrated of services through PCNs in Neighbourhoods • Required as part of delegated primary care commissioning governance <p>EXISTING</p>	<p>Population health intelligence</p> <ul style="list-style-type: none"> • Responsible for modelling local COVID-19 response and co-ordinating local early warning triggers for second peak response • Population health – data sets and support for anticipatory care and other data-informed new service models <p>NEW</p>
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Revised PMO arrangements during Phase Two

- In support of establishing our Integrated Delivery Plan, during June and July, SOC Leads will arrange for PMO and programme leads from major transformation programmes to co-ordinate with each other and review opportunities to streamline and simplify programme support and reporting arrangements. This will also be informed by plans for development of a local Integrated Partnership Board.

Appendix

Reminder of the 8 tests and 12 expectations

SOC Phase Two: Reminder of 8 tests

Meet patient needs			Address new priorities		Reset to a better health & care system		
1. Covid Treatment Infrastructure	2. Non-Covid Urgent Care	3. Elective Care	4. Public Health Burden of Pandemic Response	5. Staff and Carer Wellbeing	6. Innovation	7. Equality	8. The New Health & Care Landscape
Maintain the total system infrastructure needed to sustain readiness for future Covid demand and future pandemics	Identify the risks; act now to minimise as much as possible; develop the plan for mitigating post pandemic	Quantify the backlog; act now to slow growth in backlog as much as possible; develop the plan for clearing over time	Identify the risks; act now to minimise as much as possible; develop the plan for mitigating post pandemic	Catalogue the interventions now in place; identify additional actions now to support staff; develop the plan for recovery	Catalogue the innovations made; determine those to be retained; evaluate; plan for widespread adoption	Understand the needs of people and places who are the most impacted by inequalities and co-create models based on what matters to them	Catalogue the service and governance changes made and made more possible; deliver the new system
(e.g., capacity and surge capability in primary care, critical care, equipment, workforce, transportation, supply chain; strict segregation of health and care infrastructure; treatment innovation; role of the Nightingale)	(e.g., reductions in presentations; reduced access for cancer diagnostics and treatment; implications of screening programme hiatus; care for those with long-term conditions)	(e.g., prevention and community-based treatment, the rapid increase in 52 week waiters and the overall RTT backlog; major increase in capacity to diagnose and treat; use of independent sector for waiting list clearance)	(e.g., mental illness, domestic violence, child abuse, other safeguarding issues, lack of exercise, economic hardship; retaining the positives such as handwashing/ acceptance of vaccination, air quality, greater self care for minor conditions)	(e.g., meeting physical and psychological burden; developing a “new compact and a new normal” for support to staff in social care, primary care, community care, mental health, critical care, acute care settings; BAME staff and carers a particular priority)	(e.g., virtual primary care. outpatients, remote diagnostics, new approaches to triage, workforce models, use of volunteers, remote working, pace and urgency to decision making, financial models)	(e.g., capturing the right data to inform service design, need models of identifying and reaching out proactively to meet need; integrated health and care approaches to addressing inequalities)	(e.g., stepping up the new borough-based ICPS; domiciliary and residential care infrastructure; configuration of specialist services; governance and regulatory landscape implications; streamlined decision-making)
#1 We retained resilience to deal with on-going Covid 19 and pandemic needs	#2 We did everything we could to minimise excess mortality and morbidity from non Covid causes	#3 We returned to the right level of access performance for elective cases prioritised by clinical need	#4 We put in place an effective response to the other effects on public health of the pandemic	#5 We helped our people to recover from dealing with the pandemic and established a new compact with them	#6 The positive innovations we made during the pandemic were retained, improved and generalised	#7 The new health and social care system that emerged was fundamentally better at addressing inequalities	#8 The new health and social care system that emerged was materially higher quality, more productive and better governed

SOC Phase Two: Reminder of 12 expectations

- ✓ 1. A way of operationalising strict segregation of the health & care system between covid and non covid and a much stricter separation between urgent and elective work especially by site, with international best-in-class infection prevention and control practices
- ✓ 2. A permanent increase in critical care capacity and surge capability, centred on tertiary sites
- ✓ 3. Virtual by default unless good reasons not to be: primary care, outpatients, diagnostics, self care, support services
- ✓ 4. Triage/single points of access/resources and control at the front end of pathways e.g., through sector-level PTLs for all pathways prioritised by need and “talk before you walk” access to keep people safe and best cared for
- ✓ 5. New community-based approaches to managing long term conditions/shielded patients
- ✓ 6. New approaches to minimise hospital stay to that which is required to meet needs e.g. discharge models which maintain reductions in DTOCs/Long Length of Stay, same day emergency care, community-based rapid response
- ✓ 7. Disproportionate focus and resources for those with most unequal access and outcomes
- ✓ 8. Further consolidation and strengthening of specialist services
- ✓ 9. A single, more resilient ICS-level platform for corporate support services and further consolidation and sharing of clinical support services
- ✓ 10. New integrated workforce and volunteer models and new incentives to drive the behaviours needed to deliver these new models of care
- ✓ 11. Further alignment and joining together of institutions within the ICS
- ✓ 12. A new approach to consent through systematic deliberative public engagement e.g. citizens juries

Title of report:	The CYPMF Neighbourhoods Approach
Date of meeting:	9 th July 2020
Lead Officer:	Amy Wilkinson (WSD CYPMF)
Author:	Amy Wilkinson Jenny Zeinau (CYPMF Transformation Programme Manager) Ellie Duncan (CYPMF Children's Programme Manager CCG)
Committee(s):	Integrated Commissioning Board 9 th July 2020 Children, Young People, Maternity and Families Strategic Oversight Group, for ongoing discussion Jan 2020, May 2020, June 2020. City of London Integration Programme Board June 2020 CYPMF Neighbourhoods Working Group July 2020 Strategic Operational Command July 2020
Public / Non-public	Public

Executive Summary:

The main report details work done to date on developing an integrated approach to delivery for children, young people, maternity and families at a neighbourhood level. A partnership working group has been developing this since April 2019, and done a range of consultation 'hearts and minds' sessions to inform an approach. The working group has input strategically to the wider programme work (vision, data profiles, mapping), and secured funding for a CYPMF neighbourhoods project manager to drive this forward.

Workshops and consultation have highlighted 3 key areas to address:

- **0-5's:** Re-working current midwifery / health visiting / primary care joint working arrangements, pathways for vulnerable families and closer working with early year's settings early help structures
- **5-19s:** Establishing more effective ways of working with schools and focussing on early help for adolescents (those 'under the threshold' for social care)
- **Families:** Putting structures in place to support adult multi-disciplinary work where there are children in the family, and putting joint plans in place with children's practitioners

Some early neighbourhood level pilots are currently delivering, testing approaches to improving immunisations in the North East of Hackney and a CYP Psychiatric Liaison post in Woodberry Wetlands.

The report outlines proposals for future development, now the project manager is in place. Building on recent COVID work around vulnerable groups we are also looking at how we can continue to share data better across partners to support complex families.

Recommendations:

The **City Integrated Commissioning Board** is asked:

- To **NOTE** and discuss the report

The **Hackney Integrated Commissioning Board** is asked:

- To **NOTE** and discuss the report

Strategic Objectives this paper supports:

Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities	<input checked="" type="checkbox"/>	
Deliver proactive community based care closer to home and outside of institutional settings where appropriate	<input checked="" type="checkbox"/>	
Ensure we maintain financial balance as a system and achieve our financial plans	<input type="checkbox"/>	
Deliver integrated care which meets the physical, mental health and social needs of our diverse communities	<input type="checkbox"/>	
Empower patients and residents	<input checked="" type="checkbox"/>	

Specific implications for City

The CoL is actively part of the development conversations around CYPMF Neighbourhoods (Chris Pelham and Rachel Green), and we will need to work up an approach that will work for one neighbourhood specifically, with slightly different needs.

Specific implications for Hackney

The CYPMF approach will be rolled out across all 8 PCN / Neighbourhood areas in partnership with all key agencies across the system.

Patient and Public Involvement and Impact:

The new CYPMF Neighbourhoods project manager is currently working up the engagement and communications strands of the overall project. There have been some early discussions as part of 'Young Futures' (LBH Young Hackney) conversations with children and young people in terms of what they would like to prioritise at neighbourhood level, and very early design conversations with our Young Peoples' advisory group in 2019. This work will be moved on as a fundamental part of the project shortly, in line with our workstream engagement strategy. We will now prioritise input from families, schools and early years.

Clinical/practitioner input and engagement:

There has been clinical and practitioner input into the development of the approach in terms of:

- Dr Rhiannon England, Dr Steph Coughlin and Dr Suki Francis have been part of the monthly CYPMF Neighbourhoods working group. The rest of the working group are professionals from HUFT (Health visiting and Speech Language therapy services), Hackney Learning Trust (Head of early years) and LBH Children and Families Services (Director of CFS and Head of Young Hackney), and linking with the CoL as appropriate, supported by the CYPMF and Unplanned Care WS teams.
- Dr Ben Saw and Dr Tesheen Kahn have led pilot work and thinking on immunisations and psychiatric liaison work

- Wider consultation into the design of the approach has involved system partners from those above, along with public and patient representatives, wider primary care colleagues, midwifery, and Voluntary Sector representatives
- This work is also reporting to our workstream Strategic Oversight Group, make up of heads of partner services across City and Hackney, with Public and patient representation, and chaired by our SRO (Anne Canning).

Equalities implications and impact on priority groups:

While this work proposes a City and Hackney wide approach, it provides the opportunity to tailor specific pieces of work to very direct local need at neighbourhood level. Inclusion of robust children and families' data within the the neighbourhood data profiles enables us to build on inequalities work and to target interventions to specific need - An example of this is the immunisations pilot work in the North East of Hackney. We will also consider key groups affected by disparities through COVID-19, link to our Young Black Men's work on mental health and incorporate what our children and families articulate as areas of need. It is likely that we will focus specific interventions on Adverse Childhood Experiences (training, parenting support) at neighbourhood level. This work will be further mapped out by the project manager shortly.

Safeguarding implications:

A key opportunity exists to support Primary care and other partners around children and families that do not meet thresholds for children's social care, but may benefit from some Early Help work. This would support current safeguarding work and strengthen local partners working with vulnerable families.

Impact on / Overlap with Existing Services:

Working to a 'Neighbourhoods' footprint will have an impact on most of our wider health, education and social care services for children and families. As a project group and workstream we have worked through some key issues around the interface between the 6 cluster areas (eg. HUFT community health services and midwifery are organised in teams in the 6 cluster model, as are schools and early years settings) and the 8 neighbourhoods. In general children's services across the board are well engaged in the planning work, consultation and the approach, and are excited by the opportunities neighbourhood working presents. While a lot of Multi-disciplinary work already exists across Children's services there are agreed gaps and we will focus on these, and on strengthening relationships across Primary care and services to improve outcomes.

Supporting Papers and Evidence:

Main report

Sign-off:

Workstream SRO: Anne Canning, Director of Children's, Adults and Community Health

London Borough of Hackney: Anne Canning, Director of Children's, Adults and Community Health

City of London Corporation: Andrew Carter, Director of Communities and Children's Service

The Children, Young People, Maternity and Families Neighbourhoods Approach: Progress and Way forward June 2020

1.0 Context

As part of the development of the City and Hackney wider '**Neighbourhoods**' Programme, the CYPMF workstream and key partners have been working to scope a 'children, young people, maternity and families' approach that could be delivered at neighbourhood or Primary Care Network level. The pace of this work has recently been expedited to support recovery and subsequent phases as we move through the COVID-19 pandemic, in line with adult neighbourhood work. Going into 20/21, 'developing new approaches that further strengthen multi-agency working for children, young people and families' is a key priority for the wider Neighbourhood work.

2.0 Progress to date

The development of the CYPMF Neighbourhoods Approach has been led by our CYPMF Neighbourhoods working group since April 2019. The group (made up of key CYP partner agencies and the wider Neighbourhoods team) has:

- Worked with Public Health intelligence team and Neighbourhoods team to ensure that the neighbourhood **data profiles** include relevant data on maternity, children and young people
- Mapped, and teased out, the **interface** between the 8 neighbourhoods and 6 strategic children's centres, other children's centres, 4 youth hubs, primary and secondary schools and GP surgeries
- Fed into the wider Neighbourhood's operating model and **vision** to reflect CYPMF representation and scoping work
- Scoped the wide range of **multi-disciplinary working arrangements that exist** already across City and Hackney's children and families landscape, and researched models of place based integrated delivery for children and families already in place across the UK
- Secured funding (through CPEN) for a **CYPMF Neighbourhoods Project manager** (1 year fixed term), to take forward the development of the approach. She started in post June 22nd 2020.
- Delivered a wider programme of **early consultation**, including 3 separate workshops with key stakeholders across the system, to identify and work through some key challenges and agree opportunities for moving the work forward.
- Secured funding and commenced some **initial pilot** pieces of work at neighbourhood level, based on need identified through Primary Care to test out approaches that may be scaled up in the longer term:
 - **Immunisations:** A PCN / neighbourhood level approach to increasing immunization uptake in the North East of Hackney has been in place since the measles outbreak (late 2019). This has included:
 - A series of 'Special event' clinics delivered within the Orthodox Jewish community
 - Fortnightly clinics at Lubavitch children's centre

- Consideration of immunisations during community paediatrics baby clinics (Stamford Hill and Cranwich Road)
- An immunisations nurse working across the PCN/locality

This work is managed at the PCN level, through the confederation, funded by the CCG (non-recurrently) and feeds into to CYPMF Neighbourhood working group, and our wider City and Hackney immunisation work This targeted approach has been funded again for 20/21 but needs to be further expanded in the light of the COVID-19 pandemic and significant drop in immunisations (this is being explored).

- **Primary Care Psychiatric Liaison Pilot:** A child therapist is now in place (as of June 2020 - fixed term for 1 year, non-recurrently funded by the CCG) for Woodberry Wetlands to work with young people that have either medically unexplained symptoms or a long-term condition (sickle cell, epilepsy, diabetes) and who do not meet threshold for CAMHS. The therapist will accept referrals from neighbourhood / PCN GPs.
 - Based in Cedar Practice, she will join the CAMHS Primary Care Liaison Team multi-disciplinary team to input on cases and support across the neighbourhood with CAMHS input as required.
 - The role will also drive forward thinking about service development at the neighbourhood level, and ensure evaluation with a view to establishing a model of service delivery to extend to other GP surgeries.

This role will work closely with the new CYPMF neighborhoods project manager to shape the work and ensure learning and transferability, as we think about sustainability.

3.0 Current Position

- Through the Pandemic, we have continued to consult on the overall neighbourhoods approach for children and families, and expedited some of the multi disciplinary meeting work, alongside the adult work
- Through consultation on the broader approach, there is broad consensus on key gaps and opportunities across all system partners
- There is strong multi-disciplinary working across the children's landscape already and we are seeking to build on, not to duplicate or confuse, and there is broad consensus on the need to interface between the children centre / education based cluster model and the PCN / neighbourhood geographies, but not change cluster arrangements at this stage. Most community health service delivery is based on the 6 cluster model (Health visiting, midwifery and community therapy teams)
- Partners can see value in the approach generally, although ways of engaging are likely to be different ie. For children's social care, primary care, secondary care services and education. Some of these partners are further ahead in their thinking than others, and some will require a level of resource to move this forward.
- The project manager, supported by the wider team and system partners will start to consolidate the approach with a project plan.

4.0 Consultation and Developing the approach

- The next step is to take forward an overall approach, made up of 3 elements, based on the need identified through consultation. Key themes emerging include:

0-5's and their families



- Link meetings between GPs and health visitors (which midwifery also attends) could be broadened out to pilot/ test a wider MDT approach for triage to other support.
- Health visiting have been reviewing pathways for their most vulnerable parents as part of their Covid response.
- There is a gap in linking to adult services who may be supporting/ able to support vulnerable pregnant women and families with children under 5, including substance misuse and adult mental health services etc. via neighbourhoods.
- There is MDM working across maternity and children's centres that could be expanded, particularly for pregnant women
- There is opportunity to work more closely with children's centre MAT's (Multi-agency teams) around early help for under 5's and their families

5-19s and their families



- The relationship between primary care and schools is a key gap identified in all consultation meetings.
- Strengthening school nursing's role as health partner with schools is important, as is strengthening the links with Young Hackney, and CoL Youth Services
- Early Help and CYP partnership panel links could be explored further to think MDT responses at Neighbourhood level for those who do not meet threshold for CSC services.
- A neighbourhood MDT could be approached as a step up from schools or primary care to prevent the need for statutory intervention, or as a step down from CSC, and could be a meeting that is convened on an as-needed basis.
- CYP with SEND, parents with wider needs or those that do not meet threshold for CFS input may benefit most from an MDT neighbourhoods approach.
- Families where threshold is not met for statutory support and engagement is an issue may benefit from localised 'Early Help' approaches where local protective factors could be identified which may include voluntary sector support

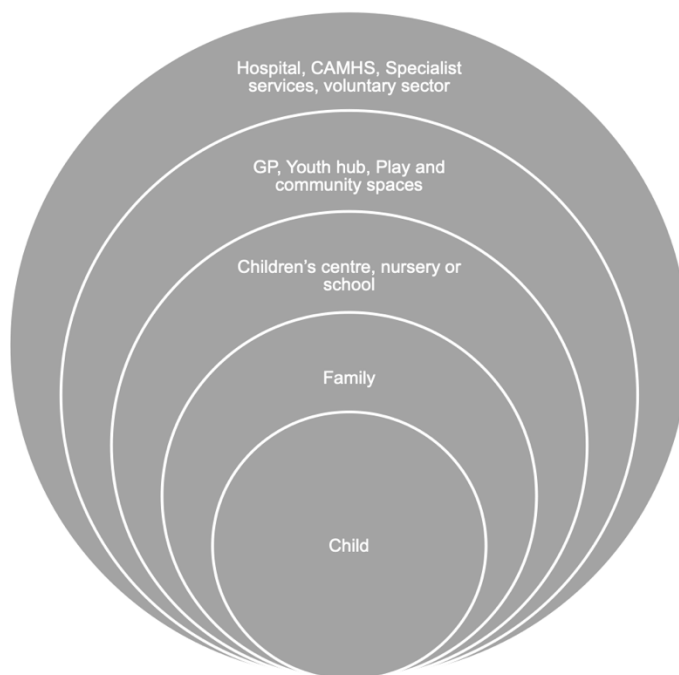
Vulnerable Families



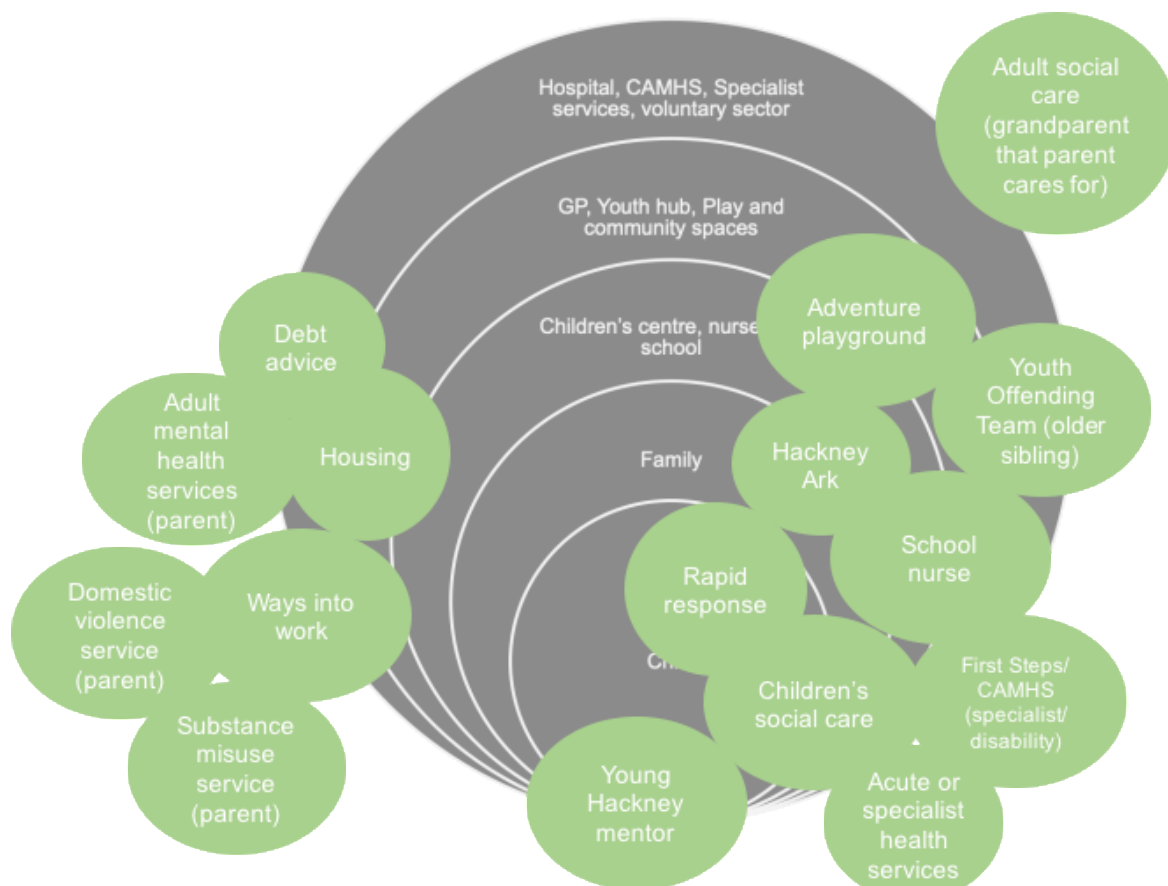
- There is a gap in linking children's and adult's services, where the adults may be vulnerable or part of an MDT discussion, particularly for very complex families and those with differing levels of engagement.
- The opportunity to ask about, and discuss children in adults MDTs – essentially developing 'Families' MDTs was seen as valuable.
- This would be key where there is work around the adult with substance misuse and adult mental health services, among others
- There are a huge range of services working with complex families, which may require some co-ordination, as set out below:

5.0 Key Partners: Who is involved in multi-disciplinary CYP and Families work?

Key partners and services that may be working with Children and Families with relatively low level need:



Key partners and services that may be working with Children and Families with higher level need:



6.0 The Approach and Next Steps

Bringing this together, we are proposing to work on 3 areas as below:

Early Years (-0 to 5)

- Maternity MDMs, links to children's centre MATs and early help support, re-working of current health visitor / primary care link meetings

5-19 year olds

- Strengthen the relationships between primary care and local schools including SENCOs, work with those who do not meet a threshold for CSC (ie the Early help cohort), and those with SEND

Families

- Work with adult MDMs to develop links that support the children in families where there are broader issues, including establishing where children might be affected and establishing protocols for better join up

While we will incorporate some MDT's, the approach will be wider than that and incorporate a range of ways of strengthening working relationships and building knowledge across organisations.

Immediate steps forward include:

O-5's and Families work:

A developmental approach to a 'Families' MDT is moving forward in the Woodberry Wetlands PCN / Neighbourhood:

- The Cluster A & B (relevant geographical area) MAT (Children's Centre) Chair will attend the adults MDT shortly, to begin to scope the interface, with a view to proposing 'stuck' cases for discussion in the Neighbourhood MAT
- The Primary Care Liaison nurse will be developing an approach which can be tested around children's mental health, and linking more widely to the adult mental health community work
- A link person is being identified in FAST to screen for whether families are known
- There is scope to incorporate early help pilots currently being developed across the system and move forward immunisation pilot work
- Agreeing plans for increasing immunisation uptake at PCN / neighbourhood level
- Work to build on the 'MECC' approach, that is being trailed in midwifery currently and health visiting shortly, with a view to wider early years roll out

5-19's:

The link to schools, SENCO's and to Young Hackney is crucial for this age group, and key next steps are:

- Strengthening links with SENCO's and schools on a geographical basis –ie. Meeting local teachers / GPs, knowing which schools families are linked to and developing lines of communication
- Re-working health input to Children and Families Service CYP Panels. This model needs refreshing and there is opportunity to make this work better across the system for families
- Some basic protocols and communication, in terms of the range of support that is available to adolescents both in school and out of school, particularly for those that don't meet statutory children's social care thresholds.
- Agreeing the most helpful and appropriate ways of working with schools post COVID
- Scope what a 'MECC' approach for those that work with adolescents might look like

The project manager will be driving this forward and looking at roll out, and sustainability more widely.

7.0 Considerations yet to be worked through:

Through consultation and working groups, while we have worked through a number of key challenges:

- the geographical alignment to cluster model

- the difference between the function of children's social care and adult social care and the implications of this, ie. That if a child is known to children's social care, they are likely to be at risk of harm, as opposed to needing low level health care (as may be the case if they are known to adult's social care)
- the high level of multi-disciplinary working across children and families' organisations already, which means that additional 'structures' need to add value and be bought into, not imposed or duplicate

We are also conscious that we have yet to work through:

- how we ensure the voice and lived experience of children and families remains central to our planning and delivery model
- How community resilience work including MDTs/ strategic development of work to support vulnerable residents and VCS engagement (Community Navigation/ Social Prescribing) is worked into our approach.
- How we build on key developments in ways of working during COVID-19, including taking into account disparities and inequalities exacerbated and develop models that deliberately seek to mitigate these.
- Working with issues of consent, for discussions on families

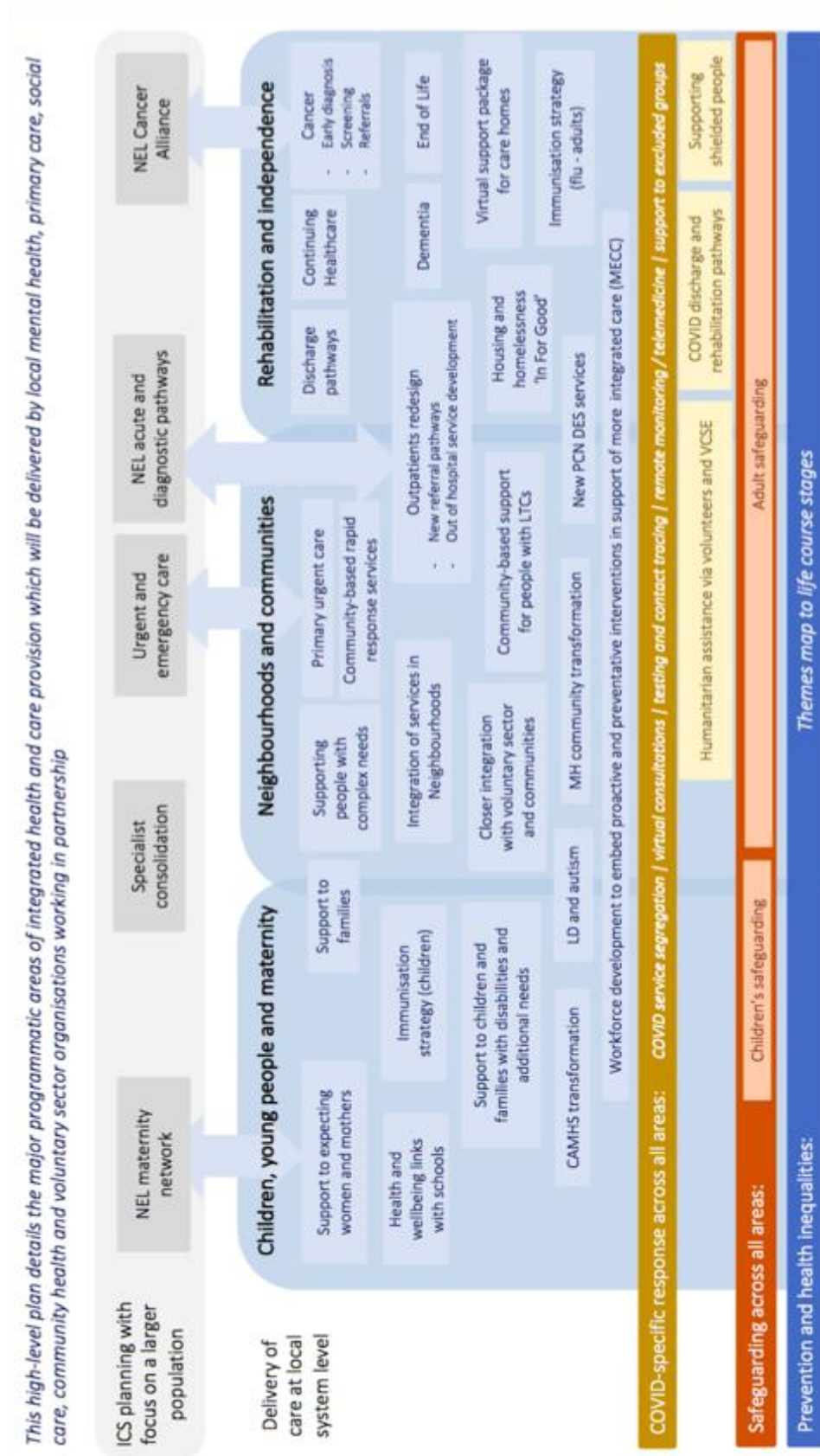
And more specifically:

- What the appropriate level of practitioner input from children and families' services would be. It may be that, like the adult MDT, there is a key contact for the MDT generally with access to Mosaic but that if a case worker is allocated, they would join virtually to discuss the case
- How far can we progress a standardised referral form?
- Housing is a key partner given the number of vulnerable families who are likely to be referred where housing is a factor. What is the best way to build the working relationship?
- Information sharing and recording issues: we will need to be clear on what should be recorded where
- Registered vs. resident population issues, particularly with secondary aged young people who are more likely to access schools and services outside City and Hackney, or come to school from outside City or Hackney

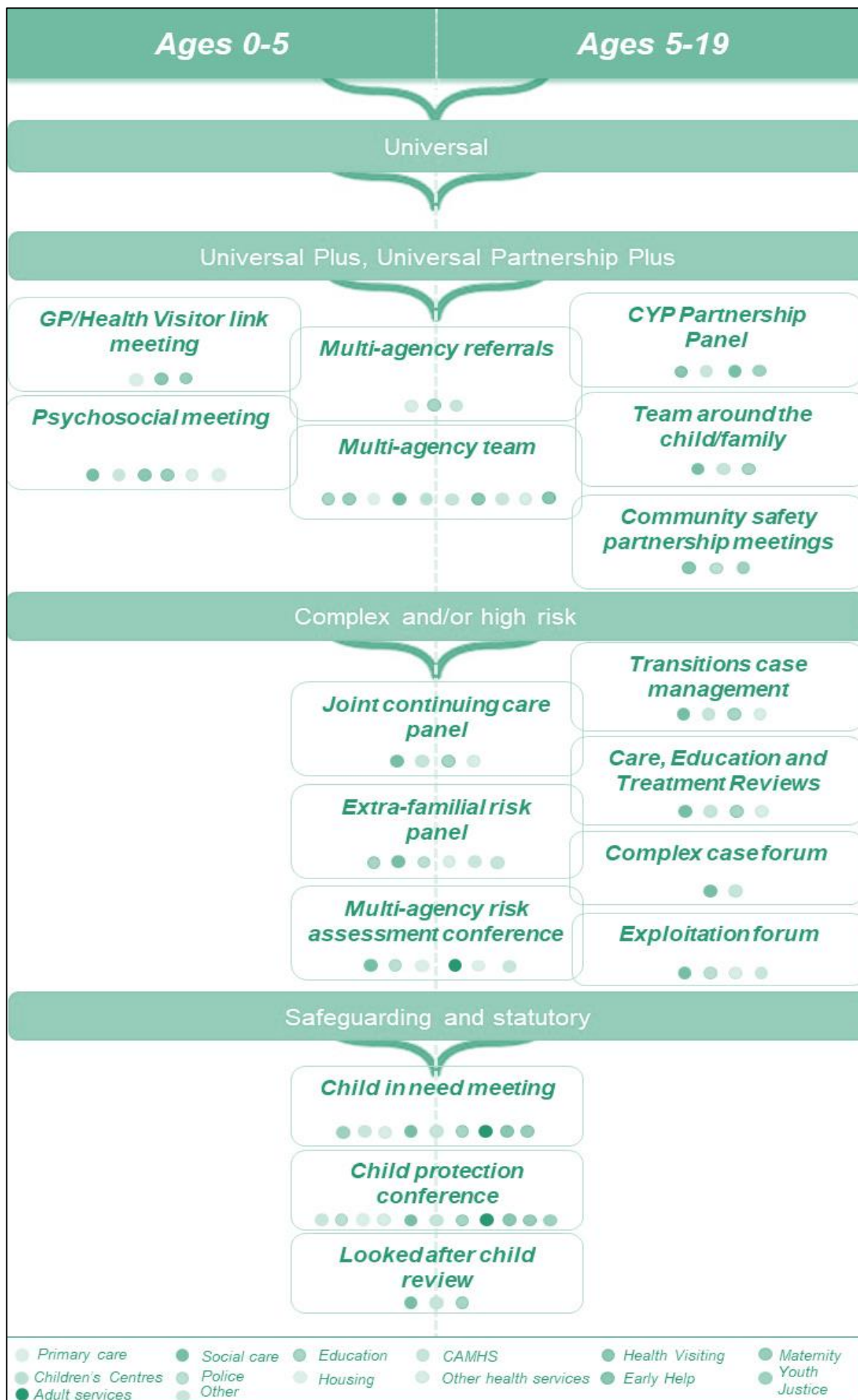
8.0 Governance

This work is being taken forward by the workstream, overseen by the CYPMF Neighbourhoods working group, and reporting to the workstream Strategic Oversight Group and onto the System Operational Command. It is a key delivery vehicle for the early life course theme, set out in the System Operational Command Phase 2 Restoration and Recovery Planning, as below:

System Operational Command Integrated Health and Care provision High Level Plan ('Restoration and Recovery'):



Appendix 1: Mapping of Current Multi-Disciplinary work: City and Hackney 2020



Appendix 2: Children and Young People’s ‘Neighbourhoods’ work in other areas

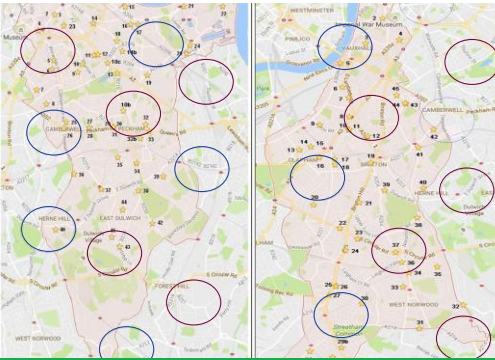
1. Southwark and Lambeth: Children and Young People’s Health Partnership

IMPROVING CHILDREN’S HEALTH THROUGH INTEGRATED CLINICAL PRACTICE, RESEARCH AND EDUCATION



- Universal and targeted services to improve health and care for all children
- An informatics system to shape care and facilitate learning

- A Partnership of local decision-makers who promote continued health service and system improvement
- A population based approach aiming to reduce inequalities

ROLLING OUT THE SERVICE, BY GP CLUSTER, TO COMPARE OUTCOMES FAIRLY		EVALUATION
MODEL OF CARE FOR INTERVENTION CLUSTERS	ENHANCED USUAL CARE FOR ALL CYP’S IN LAMBETH AND SOUTHWARK	OUTCOMES GP PRACTICE CLUSTERS RANDOMLY ASSIGNED TO INTERVENTION OR ENHANCED USUAL CARE
<p>Long-Term Conditions</p> <ul style="list-style-type: none"> • Paediatric nursing • Mental and social health support • Care plans shared with school health service • Medication reviews • Peer support groups • Self-management advice • Safety netting • Annual checks <p>Everyday Conditions</p> <ul style="list-style-type: none"> • Paediatric nursing • Mental and social health support • Self-management advice • Safety netting • Annual checks <p>Additional Services</p> <ul style="list-style-type: none"> • In-reach clinics • Teen Health Check 	<p>Long-Term & Everyday Conditions</p> <ul style="list-style-type: none"> • Self-management advice • Safety netting • Annual checks <p>Additional Services</p> <ul style="list-style-type: none"> • Paediatric hotlines • Education and training for health professionals • On line decision support tools and guidelines • Young people-friendly access to primary care • Resilience training in schools • Support for Looked After Children and Care Leavers 	 <p>Does the CYPHP Model of Care:</p> <ul style="list-style-type: none"> • Improve quality of life? • Reduce secondary health service use? • Reduce disease severity and associated mental health difficulties? • Increase parental well-being?

<https://www.cyphp.org/>. 2 year evaluation plan outlined:
<https://bmjopen.bmj.com/content/9/8/e027301>

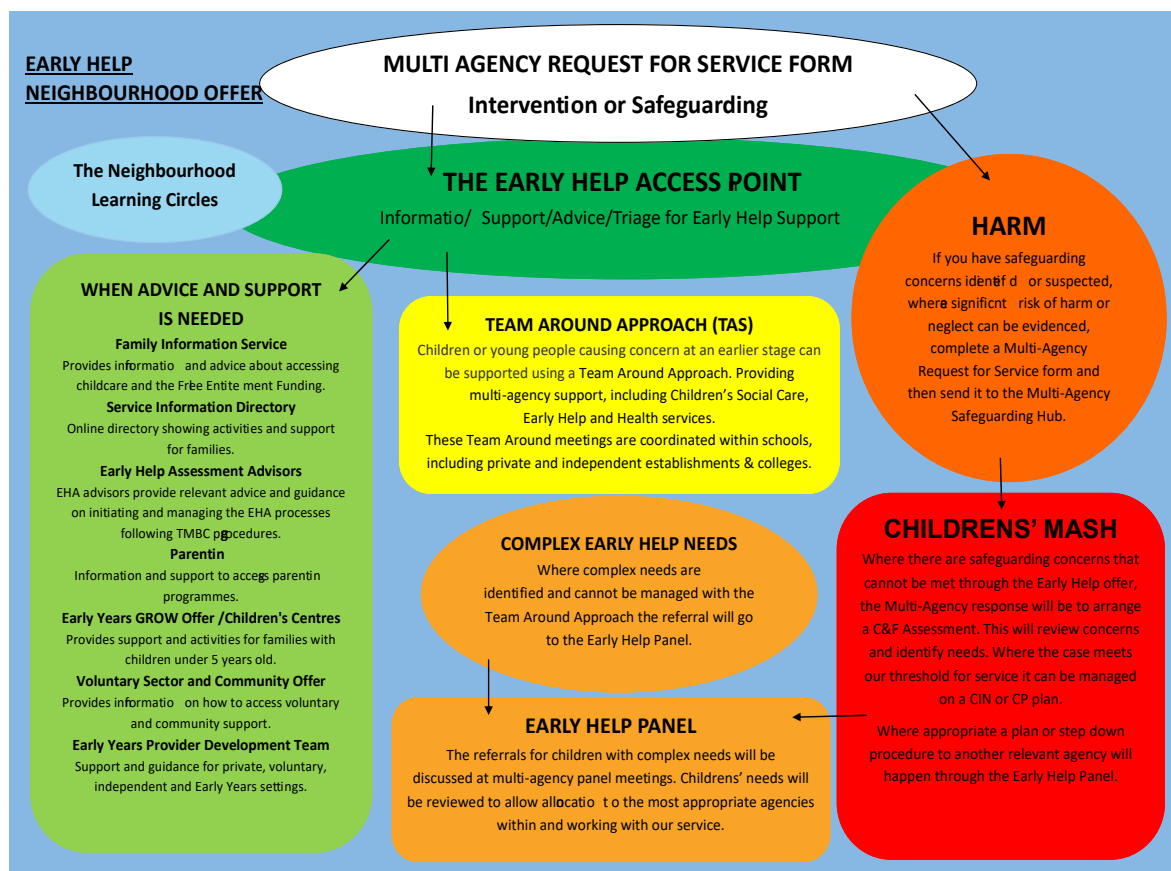
2. Essex County: Child and Family Wellbeing Service and Family Hubs

Essex County Council, Virgin care and Barnardos integrated approach where services are delivered by neighbourhood ‘family hubs’ (formerly children’s centres). The integrated service restructure and workforce redesign:

- Incorporates the merging of staff groups and teams from ten previous provider organisations and the integration of management functions and service delivery teams from Virgin Care and Barnardo’s.
- Consolidated local delivery sites building partnership with communities to build resilience, and sessional events for hard to reach groups
- Merging and updating electronic records to improve safety and remove repetition for services users.
- Community Development Plans and community engagement strategy looking at the needs of each district and how the service can build local community involvement to provide the resilience for local people.

<https://essexfamilywellbeing.co.uk/> and
<https://essexfamilywellbeing.co.uk/service/healthy-family-service/family-hubs/>

3. Tameside: Early Help Neighbourhood Offer



Leaflet about the service:

<https://www.tameside.gov.uk/TamesideMBC/media/earlyyears/Early-Help-Access-Point-Trifold-Pamphlet-November-2019.pdf> and Tameside Early Help Strategy:

<https://www.tameside.gov.uk/TamesideMBC/media/Children/EarlyHelpStrategyGuide.pdf>

4. Greenwich 'Start Well' and 'Live Well' Early Help restructure, Children and Young People's Health and Wellbeing Services 2020:

Large scale whole system prevention focussed approach organised geographically using an integrated system delivery model. Prioritising 1001 days, expansion across all ranges from childhood to employment and strengthening adolescent support and incorporating digital technology and communication across all services.

Proposals for the new service include:

The integration of HV and children's centre, school nursing and universal youth, development of social prescribing for children and young people and interactive borough-wide digital offer including digital passport at start of secondary school. Establishment of integrated multi-disciplinary teams in children's centres to include practitioners/ services for parents and children including health advocates (breastfeeding/ weight/ healthy food/ MH), specialist workers for teenage and young mothers, wellbeing coaches, nursery nurses, family support workers, child and family practitioners, digital communication officers.

Title of report:	VCSE Operating Model
Date of meeting:	9 th July 2020
Lead Officer:	Vanessa Morris (Mind CHF), Jake Ferguson (Hackney CVS)
Author:	VCSE TLG
Committee(s):	ICB 09/07/2020 for Decision
Public / Non-public	Public

Executive Summary:

The purpose of this report is to highlight the contribution of the VCSE, and illustrate its working in City and Hackney as a precursor to the setting up of a VCSE Enabler Group.

The VCSE Operating model will support the roll out of Neighbourhoods Programme, enabling VCSE organisations to play their full part complementing public sector services. With a co-produced investment strategy linked to the N&C Alliance and PINs which looks to develop long term funding for the VCSE, the Operating Model shows what the VCSE could be bringing to Integrated Care services.

Building on the assets and reach of local VCSE organisations, the Operating Model will support a more joined up approach to tackling inequalities, both at a Neighbourhood and Borough wide level, as it will the empowerment of local particularly small VCSE organisations, and those representing different communities

Recommendations:

The **City Integrated Commissioning Board** is asked:

- To **NOTE** the report content, and for it to be used as a basis for a work-plan for the VCSE Enabler group.
- To **ENDORSE** a resourced delivery plan; co-produced for the implementation of the Operating Model through the VCSE Enabler Group with the VCSE convener, Programme Director and Workstream Leads
- To **AGREE** to sign up to the NCVO good practice guidelines in the development of the VCSE Enabler Group.
- To **AGREE** that this Operating Model will support the longer term plans to invest in the VCSE to be a key partner in the ICS. The prevention investment provides an initial non-recurrent investment but a sustainable investment strategy will be needed in the longer term.

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- To **AGREE** that this Operating Model will support the longer term plans to invest in the VCSE to be a key partner in the ICS. The prevention investment provides an initial non-recurrent investment but a sustainable investment strategy will be needed in the longer term.

Strategic Objectives this paper supports:

Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities	<input checked="" type="checkbox"/>	The VCSE is well placed to deliver the prevention response because of its reach into communities and agility in responding to changing needs
Deliver proactive community based care closer to home and outside of institutional settings where appropriate	<input checked="" type="checkbox"/>	VCSE organisations are often embedded in communities, and have the trusted relationships and longstanding track records to deliver quality care close to home
Ensure we maintain financial balance as a system and achieve our financial plans	<input type="checkbox"/>	
Deliver integrated care which meets the physical, mental health and social needs of our diverse communities	<input checked="" type="checkbox"/>	Embedding VCSE indifferent care and support pathways which maximise the assets of the system and allow the continual feedback mechanisms
Empower patients and residents	<input checked="" type="checkbox"/>	VCSE is at the forefront of work to empower local communities. With networks providing accountability structure to hear community voices

Specific implications for City

We will continue to work with City Colleagues in both VCSE and statutory sector to join our working

The principles of the Operating Model are being used in the roll out of Test and Trace in the City

Specific implications for Hackney

This Operating Model sits within the principles of the Council’s VCS strategy, referenced in the document + link.

The principles of the Operating Model are being used in the roll out of Test and Trace in the Hackney

Patient and Public Involvement and Impact:

VCSE organisations are close to community members, with some organisations run by service user for service users. VCSE organisations are often the gateway to hearing the

voices of local communities, as shown with Neighbourhood Conversations . Healthwatch Hackney are represented on the VCSETLG which has overseen the development of this Operating Model

Clinical/practitioner input and engagement:

VCSE practitioners have fed in through networks and consultations. Guidance from ICS Programme Director and Convener
Many of the ideas in this document have come from meetings over the last 2 years with GP confederation, CCG, ELFT, Hackney Council cabinet, policy team, public health, adult services, children's services, Workstream directors, Neighbourhoods Team.
We have also spoken to VCSE practitioners in other parts of the country to include ideas and good practice. We benefited from a number of facilitated sessions with NCVO in developing our governance structures, and looking at the good practice guidance.

Communications and engagement:

We are communicating with the VCSE through the networks to share this report and involve local organisations in the development and work of the VCSE Enabler Group. More details about the scope of this engagement, please see Appendix 1.

Comms Sign-off

Comms has been led by Hackney CVS Comms Director, who is a member of the Comms and Engagement Enabler Group

Equalities implications and impact on priority groups:

The Operating Model will support a more joined up approach to tackling inequalities, both at a Neighbourhood and Borough wide level, as it will the empowerment of local particularly small VCSE organisations, and those representing different communities.

This asset based, community development approach, will empower different communities, especially those most impacted by inequality.

This has been consulted widely over 2 years, across networks, and so given the understanding of needs of for example refugee and migrants, young black men, faith communities and disabled people

Safeguarding implications:

This report does not contain specific service proposals. Through Hackney CVS Safeguarding has been a priority throughout the VCSE with Safeguarding Champions and training programmes....This is reinforced with most funders asking for evidence of recent safeguarding training. Safeguarding principles are well understood in the VCSE

Impact on / Overlap with Existing Services:

This report does not contain specific proposals for service change. The longer term inclusion of VCSE services in the Integrated Care system will improve the overall service offer by enhancing public services

The Operating Model will support the roll out of the Neighbourhood Model and the Neighbourhood and Care Alliance, streamlining the VCSE input into existing Workstreams. This structured approach will enable VCSE groups to work Primary Care Networks, feed into strategies like the Mental Health Strategy, and into NEL long term plans,.

Sign-off:

We have worked with Carolyn Kus throughout the development of this report.

VCSE

Operating

Model

Putting the VCSE at
the heart of local health
& care transformation

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Thanks

& acknowledgements

Frances Haste, Liz Hughes, Jake Ferguson and Jackie Brett for drafting the document

Jonathan McShane and Carolyn Kus for their support with system integration

Members of VCSETLG for their input to the drafting

Cllrs Chris Kennedy, Feryal Clark and Caroline Selman for their ongoing commitment to the VCSE

CCG and LBH for their support to the Health & Social Care Forum

Claire Witney, Strategy, Policy and Economic Development, Hackney Council

All the VCSE and Public Sector organisations who took the time to contribute their case studies

Welcome



We set out here a map of our current and future resources that help us answer the key question: “What relationships help our communities live healthier lives?”

Relationships are the core of our proposed operating model – a model built on collaborative leadership and networks, neighbourhood and system wide delivery partnerships, with sustainability and community development consciously built into our approach. Our work forging trusting relationships – with the people in our communities, with each other, and with system partners is what has enabled our sector and our partners to step forward with purpose and build on the care that our local communities are showing for each other through these testing times. In developing our Target Operating model we hear stories of agility, imagination and resolve, and, above all, potential.

A handwritten signature in black ink, appearing to read 'V. Morris'.

Vanessa Morris, Chair of VCSE Transformation Leadership Group

Voluntary and Community Sector Infrastructure in City and Hackney for the Integrated Commissioning and Care System

Executive summary

City & Hackney has a hugely diverse VCSE, with over 2500 organisations with a combined income of nearly £4.7billion* employing over 7000 people and utilising many more volunteers to offer a huge range of interventions.

Embedded in their communities, values based with trust at the heart of what they do, VCSE organisations are often set up to meet urgent unmet need, and many go on to become specialist providers, pioneering service development in their field. Services are person centred, and services users are often centrally involved in planning. VCSE organisations use imaginative ways to deliver services and work with those other services find 'hard to reach'.

The Covid-19 crisis has shown how agile and responsive the VCSE can be, often first to re-organise to respond to needs of the most vulnerable in the community.

Locally there are long established networks and representation arrangements which mean lots of organisations and people can be mobilised to be part of the thinking, delivery and improvement of health & care services, as well as providing community insight for horizon scanning and prioritisation. These networks can be the key to delivering important messages too – evident in the current work with Public Health on Test and Trace.

The VCSE in City & Hackney:



* Data from NCVO and <https://data.ncvo.org.uk/profile/size-and-scope/>. Nationally VCSE organisations with an annual income of over £1m accounted for 82% of the sector's total income in 2016/17, yet they made up less than 4% of the total number of voluntary organisations



The energy, skill and reach of these VCSE organisations could work to complement public sector services – but often we are not making the connections, and not resourcing the organisations to flourish.

Work was happening to make these connections, for example with the proposed VCSE Enabler Workstream, the engagement work through the Neighbourhood Model and plans for joining the Neighbourhood and Care Alliance. And this has been accelerated through the pandemic response, where in some areas, transactional relationships have been replaced overnight with full collaboration and partnership– showing the potential for different ways of working across the system.

For this potential to be realised the VCSE needs to be systematically embedded as equal partners across the health & care service. [The VCS strategy](#) produced by the Council working with the VCSE details the development needs of the sector, understanding the strengths and the challenges, and positioning this work as everyone’s responsibility within the system.

There is potential too, for VCSE organisations to be system leaders in some areas. The VCSE brings particular expertise for example in the co-production of services and in building social capital within communities, where both volunteers and communities are empowered to innovate and participate in local solutions.

What we ask for, with the development of the VCSE enabler group, is a commitment to working in the framework of [these good practice guidelines](#). NCVO, who are NHS England Learning Partner on the NHS England VCSE accelerator programme, have identified in these the components of success for involvement of local VCSE in the local Integrated Care System as being building relationships, shared vision and values, agreed principles for joint working and investment and resources.

We are aware there is a lot for the VCSE to do as well to engage with the wider system, and one thing, evident in this document, is the need to link the VCSEs in Hackney and the City.

Introduction

The NHS Long Term Plan recognises the positive contribution of the VCSE as being critical to the success of transforming health and social care. The range and reach of voluntary and community sector services in Hackney and the City provide a bridge into communities and the prevention work undertaken improves wellbeing and acts as a buffer through being responsive to increasing demands on the Health and Social Care services.

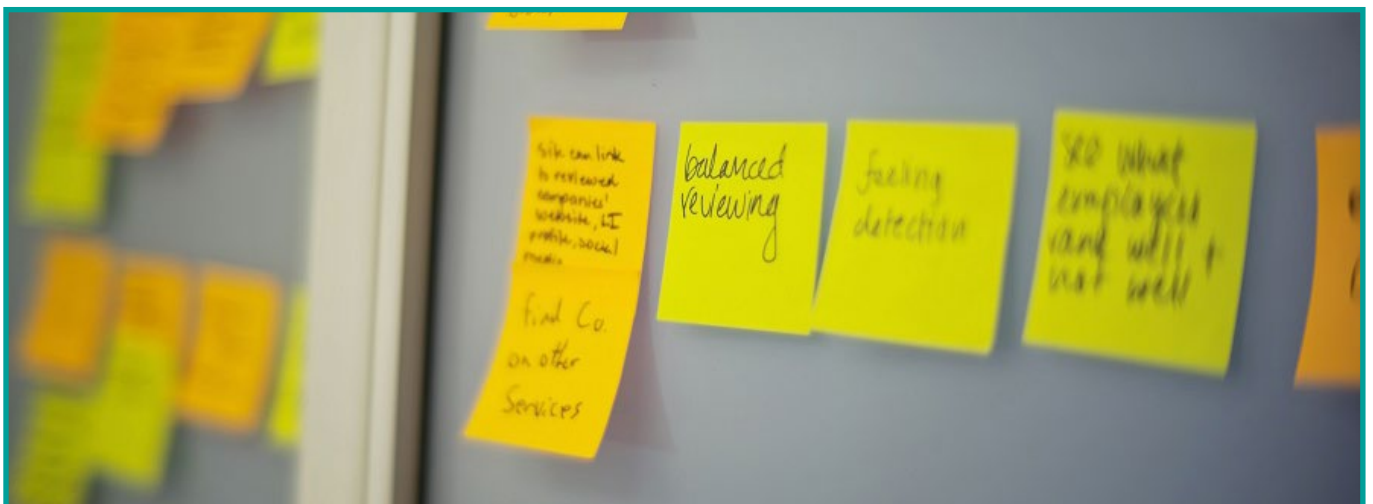
What is the VCSE?

The voluntary and community sector encompasses organisations whose primary purpose is social impact, but are not part of the state. We use the term VCS for Voluntary and Community Sector, or VCSE for Voluntary, Community and Social Enterprise Sector (with a Social Enterprise being an organisation that trades, but does not take profit). Other terms used are Third Sector, Civil Society or Not for Profit Sector. A common confusion is that the Voluntary

Sector is made up of people who volunteer. While many VCSE organisations do have volunteers, the “Voluntary” term is from the voluntary or charitable contributions on which many VCSE organisations have their origins. This confusion can lead those outside the sector to see the VCSE as “unprofessional” or “amateur” when in fact many VCSE organisations have a wide range of professional skills and great expertise, often pioneering developments in their field.

VCS: Voluntary and
Community Sector

VCSE: Voluntary,
Community and
Social Enterprise
Sector



Current Landscape:

The VCSE in City and Hackney

'The vast majority of charities are small and local'

Hackney has a rich and diverse VCSE offer, and encompasses a range of organisations from micro resident-run community groups, small, borough wide, long established charities that help make the identity and community feel of Hackney, and larger local charities that deliver a range of contracts on behalf of the system. Many of these organisations, especially those most

embedded in the fabric of Hackney, are reaching people furthest from mainstream services, whether due to poverty or cultural/ language barriers. Officially, there are 2597 charities in City & Hackney but a large proportion of these are large national / international charities with their headquarters here. Hackney CVS holds a database of over 1500, mainly local, organisations.

Table showing the no. of VCSE organisations in City & Hackney (according to latest NCVO figures)

Size of org	City	Hackney
Micro (less than £10k)	295	299
Small (£10k – 100k)	353	358
Medium (£100k – £1m)	334	494
Large (£1m – £10m)	124	136
Major (£10m – £100m)	40	18
Super Major (£100m plus)	8	1
Not known	64	73
Total	1218	1379

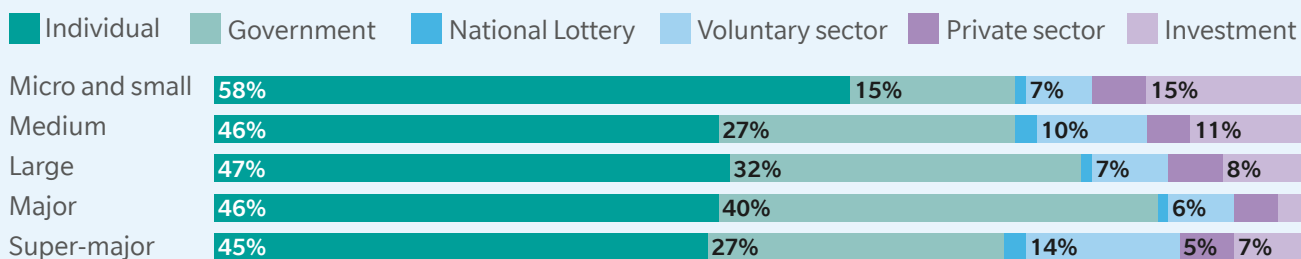
Table showing different types of services by income/exp level

	No of orgs	% share of income
Grant-making foundations	513	35.0
Social Services	446	15.3
International	222	11.7
Health	99	5.4
Research	69	5.0
Culture and recreation	251	4.9
Religion	445	4.7
Employment and training	39	4.3
Law and advocacy	125	3.9
Development	51	2.4
Housing	46	2.1
Environment	54	2.0
Education	129	1.9
Other	27	0.9
Scout groups and youth clubs	11	0.3
Umbrella bodies	21	0.3
Playgroups and nurseries	26	0.2
Parent Teacher Associations	21	0.0
Village Halls	2	0.0

In 2016/17, there were 166,854 voluntary organisations in the UK with the majority – over 80% – either small or micro in size which mirrors the profile in City & Hackney. In C&H these small organisations only share 4% of the total income of the sector. This is important as it means these

smaller organisations are not cash or asset rich. Smaller charities funding mix differs somewhat from medium and larger charities with 15% of their income from govt whereas medium and larger charities rely on 27% and 32% of their income from govt respectively.

Income source by size of organisation, 2015/16 (%)



National VCSE figures:


**Contributes
£17.2bn to the
economy**

**Employs
877,000
people**

**Works with
11.1 million
volunteers**

Nationally it is estimated that the VCSE contributes £17.2 billion to the economy, that is 0.85% of GDP, or approximately the equivalent of the GDP of Honduras or Cambodia. In 2016/7 it employed 877,000 people and worked with 11.1 million volunteers (who it is estimated contributed the value of £23 billion to the economy). (NCVO figures) Locally, the VCSE provides employment to around 7000 local people but there is no clear figure for the total contribution to the economy. Equally, there is also no accurate picture of the amount of funding awarded to the VCSE in City & Hackney from public sector sources. This is something we will be keen to establish as part of the VCS Enabler Workstream action planning. We know that the VCSE has been able to bring in funding from other local, regional and national organisations and sources – making the direct economic total, many times this value. The value of volunteering locally is a considerable extra resource.

While VCSE organisations tend to share core values, they have quite different capacities and funding models.

- **VCSE Commissioned Services** – run by the more formal Voluntary Sector, capable of taking on borough wide contracts, providing services on behalf of local authority or NHS. Current examples in Hackney – Advocacy, Advice Services, Healthwatch, Wellbeing Network

- **Wider VCSE Activities** – largely grants funded services, some funded by Hackney Council and the local NHS, some by outside funders, like the Lottery and Trusts like City Bridge Trust. Many organisations will have a variety of funders. Some will also have earned income, for example from renting out office space.

- **Informal / voluntary activities** – many community organisations deliver their services using a mixture of small grants and volunteers

VCSE organisations, whether large or small, and whether commissioned, funded and unfunded, come together through networks and partnerships, some ad hoc, some more formal. The range of networks and engagement mechanisms are described in [Appendix A](#). While there are agreements where organisations deliver in partnership, all the representation, involvement and community insight – often co-ordinated through networks, is based on good will with most organisations contributing their time with no recompense.

In order to maximise an integrated support offer to residents we, as a borough, need to link all these to the system, and therefore we need an infrastructure that can support organisations within the system.

Vision

Bringing the uniqueness of the VCSE into the wider health and social care partnership to support the delivery of Integrated Care System

The vision is for VCSE organisations to be at the heart of early intervention and primary wellbeing activities, as well as offering specialist and hospital based services. Creating a flexible, responsive and early intervention support to people in crisis wrapping around and adding value to statutory forms of support, providing social action for innovative solutions.

How would all this work

- A flourishing VCSE sector, working in an integrated system as equal partners, collaborating with the statutory sector, focussing on their own strengths and so best able to meet the needs of Hackney residents from all communities and age groups, and including those with the most complex needs.
- With sufficient infrastructure resources provided to the VCSE to support network working e.g. (as above), commissioners will be better able to co-produce their workstream plans and programmes with the expertise and insight that VCSE groups, large and small, can offer. At the heart of the networks would be the VCSTLG/VCSE Enabler Group, resourced to be able to support input to leadership forums across the borough, and providing its own leadership of the sector by the sector, confident in having reached even small groups in a feedback loop managed by its comms and being able to fully participate in the integrated care structures through its admin and rep support.
- On the delivery side the VCSE as a member of the Neighbourhood & Care Alliance, would hold a number of borough wide contracts that could include but are not limited to , carers support, floating support, housing information/ advice; general advice services; befriending; debt management; advocacy; maternity and family support; mental health support, culturally specific services; language specific services ; drug and alcohol services; homelessness support, out of hospital support; homecare; befriending; supported employment services, volunteering programmes and that these are integrated in the neighbourhoods operating model. This will enable even small organisations with specialist reach into communities, or offering a specialist service to participate.

What would help to make this happen

- Contracts from the statutory sector would either be held by a form of partnership (see [Appendix C](#)) supported to form through the network working, or by a single provider. Or they could be multi partner contracts which will be run through City & Hackney Together or a similar model. The board would have a membership representative of the sector, and it would become an independent legal entity supported by Hackney CVS and does not employ its own staff. It can be a vehicle for borough wide or neighbourhood consortia bids to external funders.
- We would also have developed mechanisms for organisations or delivery partnerships to hold borough wide contracts for services which are integrated in the neighbourhoods' operating model (in or outside of the Alliance)
- To be a partner we will need a more sustainable approach to funding the VSCE. We would then create a Sustainability Programme which would include:
 - training and development programme to build the new roles and organisational structures that are necessary for truly integrated care, eg peer support, social prescribers, community development.
 - bespoke development support to organisations wanting to engage in integrated services and work to embed the VCSE within the neighbourhood teams/Neighbourhood and Care Alliance.
 - training for statutory sector partners in integrated working in the needs of specific communities (eg. refugees and migrants).
 - mechanisms for the fair distribution of resources at a neighbourhood level which respond to needs identified by local residents, the local VCSE and public sector partners, ensuring communities and those impacted by inequality are in the lead.



For the local VCSE the outcome of this would be

- A co-produced cross sector outcome measures for wellbeing, utilising the Digital Referral tool – enabling many more organisations to evidence their impact.
- VCSE to be a core partner in delivery of care pathways, including enabling money through social prescribing to follow patients into VCSE interventions. This would enable the VCSE to carry out in-depth evaluations of interventions.
- The development of a cross sector commitment to defining and facilitating an asset based community development approach. This would build on residents skills and knowledge, existing resident led community organisations, and on the raft of existing community development work going on in the borough led by VCSE, Housing Associations and the Council alongside many locally based initiatives.
- Through the VCSE taking on leadership roles within the integrated care system in areas where it has special expertise – for example on co-produced service models, and developing social capital within communities – both volunteers and communities are empowered to innovate and participate in local solutions. Increasing respect within the community and strengthening notions of making a community contribution is an important part of what the VCSE does and how it works.
- Opportunities taken up with the [Social Value Act](#) and beyond to use VCSE resources more effectively and focus on the social, economic and environmental benefits that can be achieved through the way we work to achieve value for money on a whole life-cycle basis.
- New models of delivery (see [Appendix B](#)) based in collaboration and partnership across many sectors including health, education, housing and transport present the opportunity to maximise the overall benefit.
- Eight Neighbourhood VCSE partnerships that contribute strategically to the Neighbourhood planning structure, and facilitate the full integration of local organisations in the Neighbourhood model. An element of the Prevention Investment Standard funding is distributed to community organisations via neighbourhood partnerships based on local priorities and distributed in an asset based way with the principles of supporting and growing community organisations skills quality and offer of support to meet the needs in the neighbourhood.
- The VCSE input strategically to the East London Health and Care Partnership, particularly around the socio-economic determinants of health and workforce development issues. The next steps will be developing relationships with VCSE across the 7 boroughs both at an infrastructure level and in facilitating relationships between delivery organisations. In the future we see a VCSE leadership group that spans the East London Health and Care Partnership area.

For local residents the outcome of this would be

- People can **access support and advice** about their health and well being
- People have **access to the services** that they need
- People are **empowered and supported** to take action to improve their health and well being and live productive lives
- Local groups are supported and therefore able to develop **innovative solutions** to improving wellbeing for their own communities
- The VCSE is recognised as a full and valued partner and trusted and enabled to provide services that are **sustainable, evidence based, innovative and cost effective.**



What the VCSE has to offer

“The sector plays a vital role in maintaining strong local communities, reaching residents that statutory services may struggle to reach and empowering and supporting community and individual resilience.”

London Borough of Hackney Voluntary and Community Sector Strategy 2019-2022

City & Hackney has a well-developed voluntary and community sector with a strong history of reaching into communities. This is recognised by statutory partners locally.

The local VCSE comprises a network of organisations which together are:

Accessible: Support individuals to access the services they need. Provide a bridge to ‘hard to reach’ communities and pick up people who ‘fall through the net’

Trusted: Get to the heart of local communities who may be disengaged to understand their needs and build confidence in public services, particularly those representing marginalised or disadvantaged communities (race, gender, sexuality, age, faith, geography)

Values based: delivering more than what is written in the contract

Close to/embedded in the community: Understand the needs of communities through peer support networks

Responsive, innovative, flexible, agile: Find innovative solutions to social problems through co-production and trial new approaches which can be mainstreamed being a community change agent for the system

Able to Develop and realise community assets/capital to build community capacity

Empower residents and communities: Enable people to look after themselves and prevent ill health, eg. through local support networks, health promoting activities, co-production

Needs and outcomes focussed, not money and targets: Prevent people needing to go to hospital, or more costly interventions, by providing support at an earlier stage

Provide individual service: provide a person centred service approach involving the individuals circle of support

The following case studies showcase the range and flexibility of the VCSE offer, these are just examples – there are many that illustrate the same points. A bank of case studies can be seen on the [Hackney CVS website](#)

The VCSE prioritises responding to unmet and changing need. Organisations are embedded in their communities, values based, often driven by leaders, staff and volunteers passionate about

the quality of the service they deliver. Many are set up in response to urgent unmet needs, often with service users as part of the organisation, with empowerment a priority. Trust is at the heart of what they do. The pandemic has also provided an opportunity to demonstrate how many organisations have flexibly and rapidly adapted what they do to meet the changing demands in the pandemic.

Cool Down Café

Interview with Saqib Deshmukh, Head of Youth Programmes, Hackney CVS

The Cool Down Cafe at the Pembury Centre is in the process of launching an online service to look at young people’s mental health and well-being. Young leaders from Hackney CVS who were previously involved in running the Thursday evening session are preparing content and developing methodologies with staff from the Centre and ELFT(East London Foundation Trust) BME Access service. This will also involve social media channels and using platforms like Zoom with breakout room facilities so young people can access support in a confidential way.

African Community School

Interview with Kome Owusu, Managing Director

African Community School, winner of the the2020 National Association of Black Supplementary Schools Award for Cultural Education, is an Ofsted registered training and family support organisation, offering a wide range of courses from Saturday Schools, Family Learning Programmes, ICT and Sports Activities – to Confidence building for young people, peer education and peer learning

We have been working with families in Hackney since 2000, and now work with about 150 families a year, as well as all the adults on our education courses.

With lockdown, we had to suspend our courses. We are supporting families with multiple needs. Two days a week we deliver food parcels, for example to those who are not entitled to free school meals because they have No Recourse to Public funds. We are helping families in any way we can – with sourcing laptops for children to do school work, and with emotional support

We have a commitment to the families we work with because of the trust they have in us. For example this morning someone came in, concerned about his children – I could hear the emotion in his voice. Tomorrow I will have a meeting with the social workers, to see what I can do to resolve the situation. Another woman came in last week, she has 4 children and had run out of money, we gave her food parcels and help with her electricity. Many of our families are in temporary accommodation, we help them all we can. Adults, families, children – we keep going because we can see the changes we are making.



Because of their identification with service users, VCSE organisations will often go far beyond what they are funded to deliver. Often they work voluntarily to address needs, finding funding to support the service later.



Sistah Space

Interview with Rose Lewis

Sistah Space is a grassroots organisation set up following the traumatic murder of Valerie Forde & baby RJ, a local woman and her child, responding to the need for space for African Heritage women experiencing Domestic Abuse.

The need was just there, women were saying it would be nice to speak to someone who looked like us, who knew our cultural heritage, our grassroots needs and wants. So we developed wrap around support for African Heritage women, responding to each woman's individual needs – including supporting women in court, with day to day emotional and support needs, and with practical settling in when a woman is placed in a refuge which may be far from her community. I would describe our service as fabulous, very hard work and frustrating. A lot of good things have happened, we see some services trying hard, but overall nothing has changed, we hear the same things from women time after time. There's a huge gap in terms of racism, sexism and classism. And with Windrush, a new level of mistrust.

Latin American Women's Aid

Interview with Fernanda Porto Alves


Latin American Women's Aid runs a Refuge, an Advice Centre, Counselling Service (10 counsellors speaking Spanish, Portuguese, English) and Wellbeing support for BAME people. The main focus of our advice service is Domestic Violence, but also advise on immigration, benefits and housing.

Alongside our refuge, counselling and advice work we have set up 2 groups in the Community. "Grow Together" is for older women in the Latin American community, promoting access to services, creating a community, and giving a sense of wellbeing alongside help with mental health issues. Language is one of the biggest barriers for this group.

The second group is "Change Makers", set up in Spanish, and now run in Portuguese too, is an empowerment group, about feminism and the role of women in society – helping women see themselves as actors in society.

Working through the pandemic, we are now supporting using video calls and phone calls. All our services have adapted.

We are motivated by fighting for a world where women are not victims, where people can get the help they need and feel part of society. Where they feel empowered, have realised their potential and feel part of things. We see good results with people leaving our services.



As they become established, voluntary and community sector organisations can become specialist providers, developing their services to both meet immediate needs, and to work on prevention and empowerment too.



Bikur Cholim

Bikur Cholim or “Beyond Duty” was established in 1979 in response to a local tragedy aiming to ensure that no-one should battle challenges of illness and disability on their own. They now provide a wide range of care and mental health services to the local Orthodox Jewish community, and stepped up rapidly to be involved in leading and coordinating the community response to COVID-19.

We have set up a Community COVID Helpline which provides advice, information and support. We have a Volunteering and Befriending service including shopping, and collecting prescriptions. Our helpline also offers Emotional Support and our IAPT service has been extended to provide single sessions of therapy for people who are suffering from Anxiety and Depression related to COVID. We have also provide Psycho-Educational Telephone conferences on timely topics eg Post Trauma following giving birth during COVID. We are working with Hackney Council on a Kosher Food box offer and our volunteers are packing and delivering 120 Kosher food boxes weekly for vulnerable older people. We also set up a Post Discharge Care Facility – for people recovering from COVID requiring additional support and care.

Embedded in communities, and identifying with communities, VCSE organisations offer expertise and reach to bring services to those that need them.

Age UK – agile humanitarian response to pandemic

Interview with Jane Caldwell, CEO of Age UK East London

Age UK works with older people across East London – including 2500 in Hackney each year – in hospital, in the community and in their own homes. Services range from taking people home from hospital and getting them back on their feet, Homecare, Advice and Guidance, Advocacy, Navigation, supporting the Older People’s Reference Group and Community Connector Activities, like chair yoga.

With the arrival of the pandemic, we immediately reorganised and increased staffing on the frontline, based on the need to swiftly discharge people from hospital, and avoid re-admission. Given some people would be released early, it made sense that they would need to be supported for longer (we normally support for 4 – 6 weeks). Hackney was the quickest to start discharging patients and it helped that they included us in their re-organisation, forming a whole new unit.

Within 7 days we had a phone line giving advice. We were able to provide PPE from the start as we had some. We also had a good understanding of infection control

In the first week we set up a food centre – run by my chair and her family. They sourced all the food and packaged it. The handyman delivered it with the help of volunteers.

We are also supporting people who have been placed in hostels – people who are homeless, have no recourse to public funds or are fleeing domestic violence. We provided food for the first 2 weeks because we were able to mobilise so quickly while the council was putting systems in place. We provided people with whatever they needed – clean clothes, toiletries, phones.

To do all this we have been digging into our reserves and relying on the dedication of our staff; we did it because we could. It was a humanitarian agile response.



VCSE organisations can often respond rapidly to changes in circumstances, stepping in with emergency situations, adapting their expertise to meet the changed needs

Core Arts

Stepping in to provide Severe Mental Illness Triage during the pandemic

Interview with Paul Monks, Artistic Director, Core Arts

Core Arts, set up in 1992 promotes positive mental health and wellbeing through a college-like environment of creative learning. Providing quality education, training, employment and social enterprise initiatives that enable people who experience mental health issues to overcome barriers, fulfil their potential and participate fully in their community.

We realised that people with severe and enduring mental health problems are at risk of mental state deterioration during the pandemic with less community contact, social and physical restrictions and health concerns – some may be receiving no contact from services.

Sub-contracted by ELFT, we developed an extensive programme of remote access wellbeing activities for this group.

Text messages have been sent to the 6000 residents on the SMI (Serious Mental illness) register and/or with a diagnosis of personality disorder. Those not contactable by text will receive a letter. This puts people in contact with the ELFT crisis line if needed, and with Core's triage point.

We set up a new team who take calls and triage into a programme of online arts, sports, wellbeing, befriending and access to personal health budgets, as well as to services from other VCSE organisations and ELFT. The staff are also establishing a text based contract with service users who opt into the service. This service will continue for six months covering both full lock down and partial lock down


Mind in the City, Hackney and Waltham Forest

Building on expertise to help those most in need

Interview with Vanessa Morris, CEO Mind CHWF

Mind is well established in Hackney offering a range of counselling services, as well as leading the local Wellbeing Network, and running training, employment and welfare support services.

Our longstanding commitment to leading and developing collaborations led to the setting up of Rainbow Mind, responding to discussions with Public Health about increased rates of suicide in the LGBTQ+ community. Starting with Peer Support groups, themes emerged around sharing, not being your true self, and how exhausting it was being different. Building on our relationships with Mind in Salford and City University Centre of Wellbeing and Neuroscience, together we raised funds to develop a specific group intervention to support LGBTQ+ people called Radical Self Care. It's a group, compassion focussed and trauma informed – developed by people from the LGBTQ+ community and practitioners from BAME communities. Our trial groups proved this work highly effective particularly in building positive perceptions of self and reducing shame and pain of feeling different. The results are about to be launched in an academic paper, and celebrated by the Government Equalities Unit. We will be working with a range of voluntary and statutory partners both to continue to support LGBTQ+ work and to see how we might work with other groups.



Some VCSE organisations are specialist providers, and can pioneer services within their expertise to meet unmet needs in the local community

St Mary's Secret Garden


Interview with Paula Yassine, Director, St Mary's Secret Garden

St Mary's Secret Garden works predominantly with people with learning disabilities, long term health conditions and mental ill health, who are funded mostly through PIPs or by Social Services with a few with Personal Health Budgets. Our service users have a mixture of health needs, many are on the autism spectrum as well, and many have a dual diagnosis with mental health needs as well as a learning disability. We also work with people from diverse backgrounds including young people, older people with learning disabilities, adults with mental ill health, through our specific funded projects.

We aim to bridge the gaps in services, and ensuring accessibility and inclusion – everyone can access the garden, however frail they may be considered to be.

Many of our service users go out just once or twice a week, and choose to come to the garden. They get to do some physical activity, and this is somewhere they belong, where they have ownership. People come and buy their plants, school trips and visitors come in and enjoy the garden that they have worked on. These are the pluses that come out of the evaluations. Many have been to special schools, and are now living at home with elderly parents, and don't have other opportunities to feel the sense of pride and ownership they feel at the garden. This is where their work is, and where their friendships are.

During lockdown we have been phoning all our service users regularly, and providing plants and seeds to grow at home where possible or appropriate, as most of them are shielding for either age or disability reasons. We are currently planning how we can re-open safely. We have started trialling volunteers returning to help with garden maintenance, socially distanced plant sales two mornings each week and a very small number of service users returning on a one to one trial basis working with staff at a distance for reduced hours. It will be a long transition where we make sure we are working safely throughout.



Many VCSE organisations use imaginative ways to deliver services, tailoring them to provide an individual response, meeting each person's needs

St Mary's Secret Garden



Studio Upstairs

Interview with Zlatinka Hristova, Director of Studio Upstairs

Studio Upstairs is a specialist provider for local residents with enduring mental health needs, experiencing multiple disadvantages and able to express their talents through the arts. The service also provides support for carers. The Studio has a capacity for 60 people at any one time. Studio Upstairs has over 30 years of experience in offering unique, person centred approach combining therapeutic, educational and social support. The studio members benefit from the provision of arts facilities, materials and the positive routines created by attendance of a weekly studio group. Each slow-open group is facilitated by HCPC registered therapeutic professionals, also artists. The groups allow people to develop trusting relationships and reduce their isolation, develop a peer support network and to have meaningful creative self-expression on equal terms with the facilitators of the group.

After the current closure, E's learning disability and mental health condition left him not only completely isolated and afraid, but also unable to grasp the full risks of the current situation. For a while he was wondering about the streets despite the lockdown. The team called him regularly to make sure that he is OK and to continue to encourage him to create art and channel his feelings on the page. E usually works in clay but he was unable to order any online. We offered to send some to him, but he was concerned that it would be stolen in his accommodation. E was growing anxious and unwell by the day, so we ordered the materials and they were delivered to him by one of the team who lived closest to him. E was extremely grateful and happy and more importantly this helped to keep him safer and creatively occupied. E is supported by the local authority via direct payments which allows him to belong to this creative community and so for as long as this continues, we can be his lifeline.


Hoxton Health

Specialist complementary therapy provider offers community insight

Interview with Janet Cobill, Manager of Hoxton Health

Hoxton Health is a specialist complementary therapy provider, based at St Leonards Hospital and offering low cost osteopathy, acupuncture, massage, foot clinic and other therapies to the over 50s.

We have had to close since the lockdown because of the 1:1 nature of all the therapies. Volunteers are calling around all the patients to listen to their concerns, and signpost them to the help they need. It's been horrible, heart-wrenching, what is happening. Many patients live alone, and just want to talk. They are deteriorating, many missing acupuncture and osteopathy particularly – pain is the biggest issue, and then mobility, often as a result of pain. They say they will do anything to come back, wear masks, have practitioners in full PPE. It's the loneliness – some say their neighbours have been great, doing shopping etc, some we signpost for help. But they say that a day rolls past, and then another. All you do is get up, the day passes, then the daily Corona briefing is on, and that feels like the end of the day. At the start, patients were talking about the war spirit, they were scared of what was happening and of going out. Now they say "Is this what the rest of my life will be like?".



VCSE organisations, offering individual services, develop strong, trust relationships with their service users, enabling them to be able to provide community insight

Beersheba Living Well

Interview with Rosemary Jawara, Manager of Beersheba Living Well

Beersheba Living Well was set up to run support groups for people from BAMER communities living with Diabetes.

We found that people with other long term conditions also came to our sessions – stroke survivors, people diagnosed as obese. As we went on with the groups, and we talked, we found that many had difficulties in their families with members involved in gang activity. The feedback was that stress from this, alongside the impacts of poverty was impacting on participants' health. We talked about it; the service users did not know what to do.

We decided to do something as a community, to come together and say we have a problem, and look at what we can do. We needed a Heart to Heart – we had a small grant from the Council, and set up a big meeting, bringing together members of the community. It was very emotive, there were community leaders, social workers, ex-gang members and many, many local people. It felt like the start of a movement, we need to come together in forums like this – to be part of the delivery of change.

The VCSE can be where community leaders emerge, building on more traditional service provision to bring communities together to look for new solutions

The pandemic has shown the great value of the VCSE's capacity to engage local communities, particularly those the statutory sector finds harder to reach, those who are not online – where the VCSE has built trust relations over a long period, as illustrated throughout the case studies.

As well as the direct value of this work, there is also a contribution to the system comms and engagement. Hackney CVS links into the

Integrated Commissioning Communications and Engagement Enabler Group, this will help the wider VCSE align to ICS ambitions, and provide evidence-based advice on VCSE and community communications and involvement.

Through its network structures, the VCSE also has a lot of communication channels, these are listed in [Appendix A](#)

The range of VCSE Services

The VCSE is often thought to work largely in prevention and additional services, in fact, the sector offers a wide range of services from hospital based services, through primary care and specialist community services, to the more traditional preventative services. Here is list of the services we know are provided by the local VCSE.

Preventative

Reducing the effects of adverse social and environmental circumstances that can lead to ill health:

Reducing loneliness and social isolation

- Eg. Befriending, lunch clubs, shared activities (sport etc)
- Early prevention of mental illness

Youth support

- Eg. young black men's group

Advice, information and advocacy

- Ethnic group specific, eg. Derman, Chinese & Vietnamese centre
- Language and literacy support

Housing support

- Equipment, eg. MRS
- Help/advice
- Accommodation, eg. Shoreditch Trust

Training

- Empowering and enabling people to be more involved/knowledgeable
- Increasing individual/community understanding

Carer support

Maternal and family support

Supported employment services

Volunteering programmes

'Specialist' community services

Mental health

- Specialist, eg Mind, Derman, Bitur Cholim, MH navigation
- Support innovation, eg Core Arts

Peer support groups for clinical and social conditions

- Eg. diabetes

Drug and alcohol services

Services supporting Primary care / Neighbourhoods

Public feedback

- eg. Healthwatch

Advocacy/translation services

- Peer support

Social prescribing eg. neighbourhood teams

Services supporting hospital care

Discharge support,

- eg. Take home and settle (Age UK)
- Equipment support

A&E liaison

- Eg. youth workers supporting victims of violence

Patient Support Groups

- SOLACE work with the Sickle Cell Service

We know that the VCSE offer is already making a high contribution to the City and Hackney Integrated Care system's agreed global outcomes. Much of it is not measured.

The sector has the potential to expand its role and build on the successful work already done to play a greater role in system change and working with communities to find effective solutions.

Community awards night



City and Hackney Integrated Care System Global Outcomes

1. Making sure all children and young people have a good start in life
2. Reducing inequity in health and wellbeing
3. Increasing healthy life expectancy, so that local people have longer lives and more years spent free of ill-health and disability
4. Tackling the causes of poor health and wellbeing earlier and ensuring better prevention
5. Creating more joined up and person centred services
6. Improving the mental health and wellbeing of the local population, including ensuring better access to mental health care
7. Helping local people to become resilient and empowered, with improved autonomy and self-efficacy to manage their own health

Current Infrastructure

Fixed Infrastructure

Hackney has a history of investing in VCSE networks which provides us with an easier starting point for creating the culture change needed than many other Integrated Care System areas. Across the East London Health and Care Partnership Hackney is in the strongest position to lead the way in developing a system that builds on and utilises the strength of its community assets.

This range of infrastructure organisations and networks aim to:

- Build relationships across organisations working in similar fields,
- Share good practice
- Agree development priorities that will support Hackney’s residents.

These networks are the vehicles for co-producing and embedding the VCSE role in the ICS and provide a flexible framework for decision making, governance and organisational development. Shared values hold the system together and networks and organisations are mission-driven and focused on social value.

Through their networks the VCSE can reach into communities, whether of interest or experience, to support those communities in getting the right support and advice, and gain feedback from the organisations about local community needs.

Most networks in Hackney are administered by Hackney CVS or Interlink.

Networks have open membership; recent networks set up have membership from VCSE organisations and statutory sector providers eg (Sexual Health Special Interest Group which sits under the HSCF forum, Hackney Advice Forum; Supported Employment Network.)

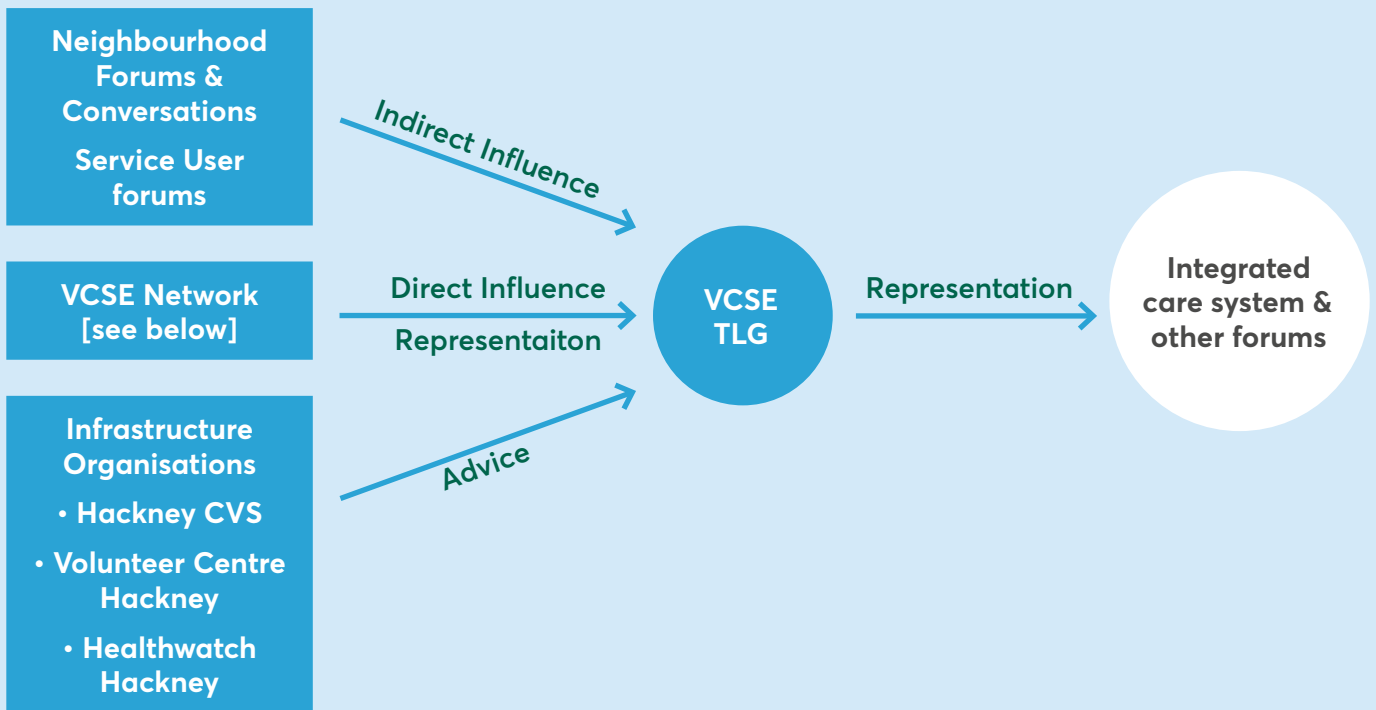
Networks have been utilised to recruit VCSE strategic leads for the ICS and are the vehicles for co-producing the VCSE role in the ICS.

A list of networks is described in [Appendix A](#)

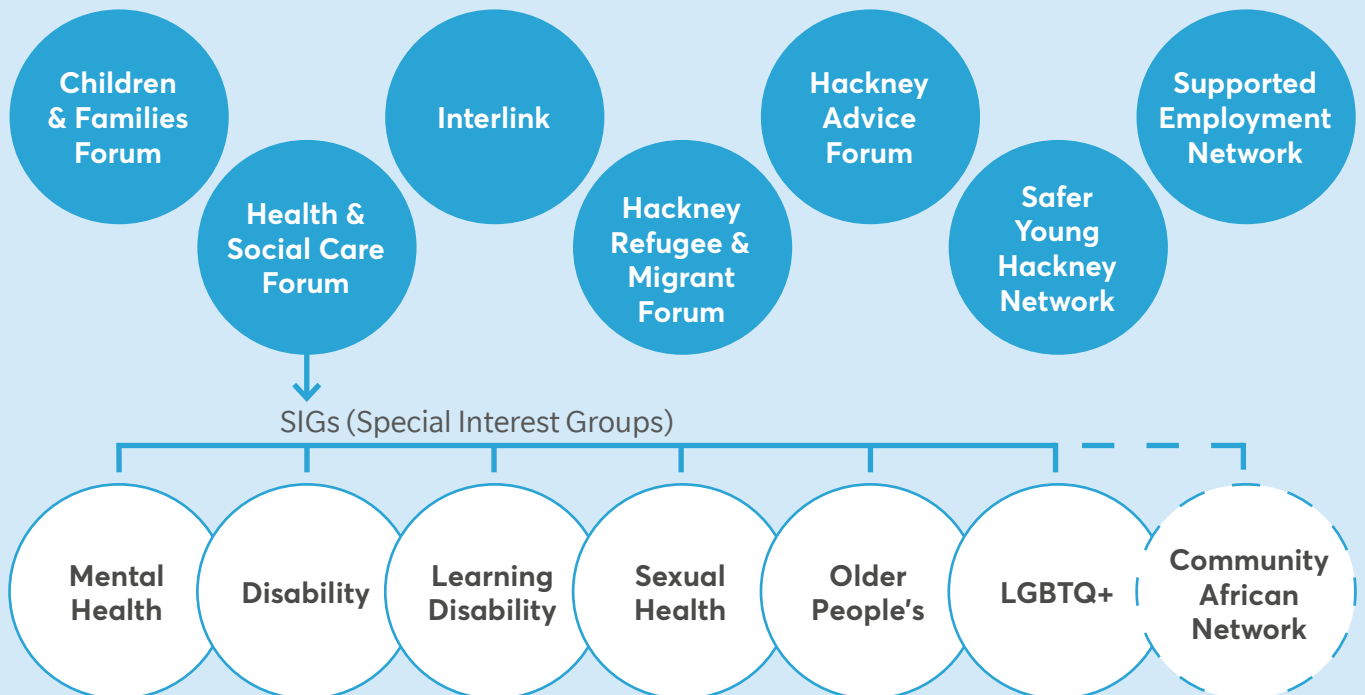


Connect Hackney meeting

VCSE Representation and Influence Structure



VCSE Networks



Good practice example

Co-producing Commissioning with Network ELFT (East London Foundation Trust) working with Mental Health SIG (Special Interest Group)

Interview with Nichola Gardner, ELFT Neighbourhood Director, City & Hackney

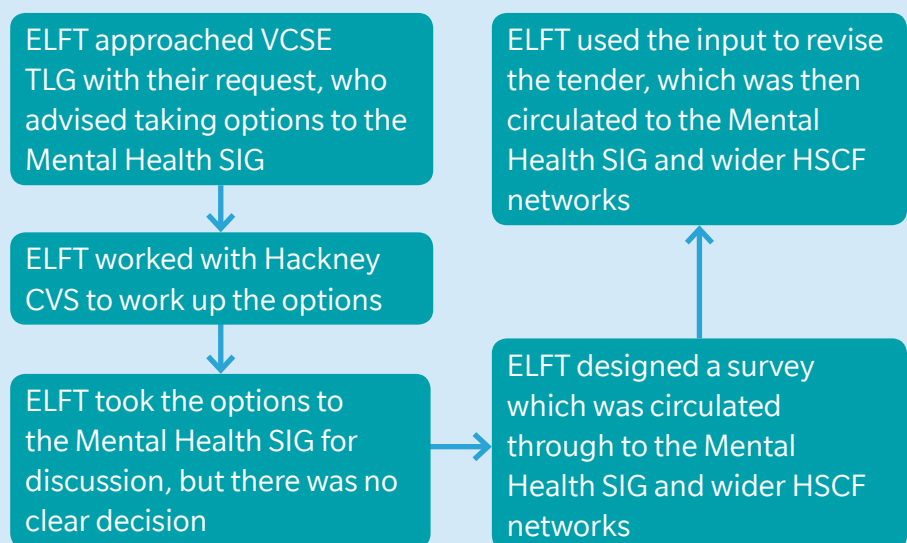
ELFT found accessing the Mental Health SIG and the wider VCSE networks invaluable in being able to co-produce the commissioning for our Community Connector services. It meant we were able to discuss our initial plans with a large and diverse group of voluntary and community sector organisations working with Hackney residents requiring mental health and well-being support. As a result of this input we re-thought our initial ideas about providing a befriending style service to one with a broader remit, focused on mental health coaching, group work and building connections with communities.

Continued dialogue with the Hackney CVS helped us to refine those plans at both the Wellbeing Network (delivery partnership) and the wider Mental Health SIG – and then later adapt them to be able to tailor a shortened process in response to the Covid-19 pandemic. Investing the time in these discussions, building relationships and taking a flexible approach has meant we believe we have more realistic plans that will ultimately translate into a higher quality service, and one that has a greater capacity to meet the language and cultural needs of our service users, building on the strengths of their communities.

Example of how to work with VCSE Networks to Co-produce solutions

ELFT had worked with the VCSE and other partners to co-produce the Community Connectors programme to second VCSE staff into Neighbourhood teams, and were about to go out to tender.

With the arrival of the pandemic, ELFT wanted to step up and fast track the Community Connectors programme, but wanted to co-produce this with the VCSE.



Good practice example: Public Health – working with the Community

Navigation System Design Group

Interview with Kate Wignall, Prevention Workstream Programme Manager

What is it and who is involved?

A network of City and Hackney community navigation organisations (those offering one-to-one non-medical person centred support connecting people to community based services, activities and support) established in July 2018 supported by the HCVS, clinical leads and resident representation. This joint Prevention workstream and Neighbourhoods project (Unplanned Care workstream) aims to develop a Neighbourhood community navigation model and strengthen partnership working across the health and care system.

What has been achieved and what impact has this had?

There have been a number of achievements most notably a comprehensive mapping of existing community navigation provision exploring gaps across City and Hackney. Currently there are 26 services, more than 75% are delivered by the VCSE and 70% are at least partially funded by the statutory sector. Insight from organisations involved has been paramount to the development of the work programme which has been based on the issues and frustrations from all partners involved. This initial work led to a solid foundation to build on and gained approval for dedicated Neighbourhoods programme part-time project manager from October 2019. Since this date, there has been progress towards the development of a logic model, common measurement framework and system wide training programme. The network were also key stakeholders in the co-design of the Integrated Social Prescribing and Community Navigation Service and enabled resident engagement with some key community groups. Since the Covid-19 pandemic has put a pause on plans, this network has been fundamental to the humanitarian response and quickly established the Community Navigation Covid Network so the Hackney Council coronavirus helpline could access a wider network of support for residents.

Partnership work with this network and the wider VCSE undoubtedly led to the smooth repurposing of organisations quickly and efficiently to respond to the emerging needs of our residents as a result of Covid-19. It is impressive that so much can be achieved when there is commitment to work collaboratively and flexibly when things really matter.

VCSE Transformation Leadership Group:

Hackney CVS has been supporting the development of an Independent Strategic Leadership Group for the past two years. This group is accountable to networks. It is made up of transparently recruited representatives who sit on Integrated Care System workstream boards and enabler groups to represent the VCSE perspective. The group meets monthly to develop the VCSE role in the Integrated Care System.

Hackney CVS: (Council for Voluntary Service) is the infrastructure (also known as second tier) organisation for the Voluntary & Community Sector in Hackney, thus Hackney CVS offers training, organisational development and fundraising support to the Voluntary & Community Sector. In addition to the standard CVS offer of capacity building support and training, Hackney CVS bids to do pilot programmes that work to evidence the role of the sector (for example Information & Signposting / Peer support/ Bowel Cancer health champions / Mental Health First Aid work with community organisations) – and the model we worked to with the above programmes is to fund organisations to deliver programmes to residents and build in organisation development support alongside this. Hackney CVS is also promoting the community inreach model, encouraging statutory sector partners and larger mainstream VCSE organisations to deliver services from geographically or culturally specific organisations in order to reach people furthest from services.

In the past two years Hackney CVS has changed its membership structure to give free associate membership in return for data and is building up a data store of its interactions with VCSE organisations. It is in touch with 1500 organisations and has 390 actively engaged official associate organisation members (and 1054 individual staff members) with clear plans to continue to grow this membership. Hackney CVS administers networks and VCSE TLG. It has advisory (non voting) status on VCSE TLG. Hackney CVS provides communications to keep the sector up to date with policy changes and potential funding opportunities; workforce development support, support re safeguarding awareness and compliance.

Interlink: Infrastructure organisation for the Charedi VCSE Community – roles as above. Interlink has nominated a representative from its network to sit on the VCSE Transformation Leadership Group.

City and Hackney Together: Legal structure (Special Purpose Vehicle) with membership to hold consortia contracts on behalf of the sector. Currently a wholly owned subsidiary of Hackney CVS.(section 2 outlines proposed developments)

Hackney CVS

Interview with Jake Ferguson, CEO Hackney CVS

At the onset of the crisis Hackney CVS ran a survey into the impact of COVID 19 on the local voluntary and community sector which engaged over 150 organisations. The survey highlighted that many VCSE organisations had increased demand for their services and were needing to use their reserves to fund this additional work to support vulnerable residents. As Hackney CVS CEO, I worked with the ICS (Integrated Care System) Convenor, Cabinet lead for Health & Social Care and CCG Deputy Chief Officer to explore what investment could be made in the VCS. City and Hackney CCG has identified £300,000 to fund VCSE organisations over the next 12 months who can support the work of statutory health and social care services through the Covid-19 crisis and recovery. The Council also offered £30k match funding. Hackney Giving was identified as the best and quickest mechanism to distribute money fairly to local organisations and different sized grants (small and large up to £30k) will allow for a variety of different approaches to be funded. The learning from this will help the CCG, Council and others consider how best to invest in the local VCSE going forward.



Volunteer Centre Hackney: Volunteer Centre Hackney is the infrastructure organisation for volunteering in Hackney, and has been supporting over 1200 local residents into a diverse array of volunteering opportunities annually since 1997. It supports VCISO organisations to maintain best practice in recruiting and supporting volunteers, promotes volunteering to City and Hackney residents and employees, matches residents to volunteering opportunities; delivers specialist programmes such as their mental health volunteering and employment project, Volunteering in GP surgeries, and supporting place based social action/ community development projects on estates, enabling residents to share skills for the benefit of their local area. VCH sits on the VCSE Transformation Leadership Group in an advisory capacity.

City of London Infrastructure: In the City, Toynbee Hall, which has held a generalist advice contract from the City of London since 2011, has hosted a regular meeting for VCSE organisations. Initially this was for organisations delivering Advice, Information and Advocacy, but later widened and continues now as an open forum for networking and information exchange.

The City of London commissioned Age UK East London to host City Connections to provide wellbeing services in the City, and there is intention for this to be a voluntary sector hub, connected to VCSE organisation in the City. Age UK East London have mapped the local VCSE organisations and The City will give VCSE organisations their own portal to be able to connect.



Developing Infrastructure through the Neighbourhood Model

City & Hackney are putting in place a neighbourhood model of integrated working, this will see multi disciplinary team working, for the VCSE the neighbourhood model require us to:

- realign existing partnerships and networks to ensure integrated and seamless care.
- develop an infrastructure to support organisations to play a full role in the Integrated Care model
- ensure funding is available to set up and sustain the infrastructure

The VCSE was funded by the Integrated Care System to develop a pilot model in one Neighbourhood. The work was carried out by Hackney CVS, overseen by the VCSE TLG. The outcomes of the pilot was to set up

- An elected core Neighbourhood partnership group which interacts with the governance/ reference group for the full Neighbourhood model
- An open access wider Partnership Forum which will act as direction setters and as a consultation group
- A programme of training and funding support – including Neighbourhood based bids, as support for the VCSE and residents

The pilot was in Well Street, and the plan was to extend slowly into other Neighbourhoods. In response to the pandemic, the team have adjusted the plan and have set up “Neighbourhood Conversations” in the other 7 Neighbourhoods, and are now looking at what can be done to move these, and the interrupted work in Well Street Common, towards Neighbourhood Partnerships.

As remote working continues, the Neighbourhood Conversations are becoming a valuable resource, picking up local issues from VCSE groups, as well as looking at what can be achieved locally by joining together. The Neighbourhood Conversations are now supported by a core team, which alongside Hackney CVS includes Volunteer Centre Hackney, Healthwatch Hackney, the Council’s Policy and Public Health teams and lately the CCG.

Next steps for the Neighbourhood Conversations are to open up the meetings to frontline staff from Neighbourhood teams, as these are set up, to engage in local priority setting, and to look to become more established forums.



There is also work looking at how Neighbourhood Forums can support VCSE organisations to participate in Neighbourhood Multi-Disciplinary Meetings (MDMs). The VCSE role will be as referrer, potential supporter of a patient in the meeting, and as an organisation for the patient to be referred to for additional support.

Alongside this, work will happen with the Primary Care Networks and the system Neighbourhood Team to build a formal role for these forums in the Neighbourhood model.

As these structures develop, the VCSE will also be looking at how to

- Develop the capacity of borough-wide organisations to engage with Neighbourhood work
- Develop the Neighbourhood structure sustainably and across all Neighbourhoods
- Support local organisations where they need to remodel services to deliver at both Neighbourhood and borough levels

Dynamic Infrastructure

Alongside its fixed infrastructure, the VCSE continually innovates with dynamic models. Some become long term, some serve a purpose and dissolve, some are needed but cannot find the resources to sustain.

The VCSE is dynamic and creative – and always looking for new ways to deliver services. **Joint working** is essential to maximise the potential

of the sector, **co-production** enables people to find solutions and to build social capital, and the sector strives to deliver services that are **value and quality driven, evidence-based and flexibly delivered** to meet needs.

New Networks emerge where there is need and opportunity. It is difficult for them to thrive, because of the need for infrastructure funding, but Community African Network have created a new model for this.

CAN (Community African Network)

Developing community specific infrastructure

Interview with Oladapo Awosokanre Programmes Coordinator for CAN

We started as a community network of nine African community organisations supported by Hackney CVS, who held a grant from the CCG for us to work on the low take up of bowel screening amongst older African people. We supported volunteers to go to GP practices and call patients from the African community who had not returned their bowel screening kits. The first year went well and we received follow up funding from the CCG. We were also part of a Public Health funded Information and Signposting project which ran for four years – we offered interpreting, helped people navigate the system, and accompanied service users to appointments. Our third contract was condom distribution, a scheme that ran in partnership with Brook, with our member organisations doing outreach and distributing condoms. Capacity building for the member organisations is built into every contract.

During this time we felt confident to work independently, and set up Community African Network as a limited company, and developed our own constitution and policies. Our funding was transferred from Hackney CVS to CAN, and we stand as the infrastructure body for many African Community Organisations in Hackney, able to coordinate outreach, engagement and service delivery through our members to communities from Somalia, the Congo, Guinea Bissau and across East Africa.

Now our contracts are coming to an end, we are all working with our communities – including those who have underlying health issues, and sometimes no recourse to public funds, to make sure they have food, prescriptions and access to the services they need.

Dynamic infrastructure is also created in local delivery partnerships in which the sector has a long history. Recent examples are the Wellbeing Network, One Hackney & City and Connect Hackney programmes.

Close partnerships, agreed principles of joint working, and connectivity between both formal and informal VCS organisations, and with statutory sector services, are essential to ensure that residents have a seamless, integrated experience of services.

Example of good partnership working with the statutory sector

Volunteer Centre Hackney – a new type of partnership

Interview with Lauren Tobias, CEO of Volunteer Centre Hackney

Volunteer Centre Hackney is the infrastructure body for volunteering in Hackney offering volunteering support across the borough, as well as running supported employment and placed based community actions projects.

The Council approached us two weeks before lockdown - they quickly set up an “I want to help” portal, to support us with the recruitment and deployment of volunteers to help the thousands of people who couldn’t get food or prescriptions.

We quickly set up a new database. We needed a new brokerage system that would match by locality (which we had never done before), and there were new volunteer roles –so new processes and new screening procedures were needed including verifying identity by Zoom. Then there were new processes for deliveries, new volunteer agreements and inductions. And we had to redeploy all our staff. Within the first two weeks we had matched volunteers to deliver over 150 food parcels; and agreed to undertake all emergency, weekend and bank holiday food deliveries, and all the prescription requests. Working together with City and Hackney CCG, we devised a new protocol to ensure safe delivery of medicines; matched volunteers to 22 pharmacies fulfilling 350 prescription requests a week. So far we have delivered over 2000 prescriptions. The next development in our partnership with the Council is the telephone befriending service. We are training over 30 volunteers a week, who will be matched to people according to locality and personal interests, and given ongoing support and supervision. We are also building on all the social action, supporting residents and Mutual Aid groups to build community connections and deliver new initiatives, such as a pen pal project for care homes and a “guerrilla gardening” project for older people, which is vital for the new Neighbourhood structures.

“As part of Hackney Council’s VCS Strategy, we recognise that collaboration and joint working has a key role to play in meeting the challenges of both scarce resources and developing innovative solutions to some of our most intractable problems.”

Caroline Selman, Hackney Council Cabinet Member, Community Safety, Policy & the Voluntary Sector

Example of Partnership working between VCSE organisations as equal partners

Minik Kardes, Derman and Imece – working together in the Turkish and Kurdish speaking Community

Interview with Wendy Miller

Three organisations working together with Turkish and Kurdish communities locally joined in a partnership that enabled them to offer a more coordinated service. Minik Kardes runs 2 Children’s Centres 1 in Islington and 1 in Hackney and community outreach , IMECE supports women affected by Domestic Abuse, and Derman is a specialist mental health support provider. Minik Kardes were limited to work with families with children aged 0–5.

What we found is that there were many issues that we could not support families with and therefore these families were being missed, many of the families we see have come from traumatic circumstances, either in their home country, or in their current life. There are multiple parenting issues, for example parents saying they are unsure how to deal with teenagers and concerned about their involvement in gangs and losing their culture- Hackney being such a different experience to when they grew up in their own country. We heard about children’s own anxieties, seeing a need to give them coping strategies and support. We saw increases in domestic violence, issues with gambling , and a need for English classes but afraid going to ESOL classes.

We joined up with Derman and Imece on a Lottery funded partnership that offers much more extensive family support. Because we all work together we can introduce families to therapists and support workers who are not strangers, and where we know the quality of the service. Now we know we can get real issues sorted out. It means that parents can express themselves without feeling judged, because it is a safe environment. For example we’ve been able to hold a meeting about children with autism – something of a taboo subject.

Since lockdown we have been offering services remotely. For example Derman are running an ongoing group on Anxiety, and we held a Zoom call on Parental Mental Health and 28 parents took part – at the end of the meeting they wanted to carry on!

Example of partnership between VCSE organisations with lead organisation enabling small organisations to be part of bigger contracts

Growing Minds

Interview with Kristine Wellington, Head of Safeguarding, Children and Families, Hackney CVS

Growing Minds supports children and young people aged 9 to 25 of African, Caribbean and mixed heritage (ACH), is funded by the Department of Health, Hackney Council and City & Hackney CCG. It is a partnership between Hackney CVS, African Community School, Father 2 Father, Black Parent Network and Off Centre at Family Action.

Growing Minds is based on the belief that there are links between culture, heritage and identity and good mental health and wellbeing. Aiming to improve children and young people's emotional health and wellbeing during the important transition years from primary to secondary school and secondary school to adulthood, Growing Minds offers one to one culturally informed therapeutic support for 13-25 year olds and to the parents of 9 – 25 year old young people with challenging behaviour or mental health difficulties.

In response to the pandemic, the service has adapted to delivering virtually and widened its remit so parents and young people can access one to one support to cope with the hidden challenges in the face of COVID 19. It takes both self-referrals and professional referrals .

The VCSE also creates infrastructure through becoming a fundholder and commissioner itself, and providing infrastructure support to those it funds, and beyond. Here are examples of this on a large scale, and a small local community scale.

Connect Hackney

Interview with Tony Wong, Programme Director, Connect Hackney

Connect Hackney aims to improve the wellbeing of Hackney residents aged 50 and over by reducing or preventing loneliness and isolation. The £5.8m six-year programme (2015 – 2021) is one of 14 programmes across England funded by The National Lottery Community Fund’s ‘Fulfilling Lives, Ageing Better’ programme. They work with 24 local voluntary and community sector delivery partners across the diverse communities of Hackney to understand the different things that can help over 50s stay connected and active in ways that suit them.

In the immediate aftermath, delivery partners like many other frontline VCSE organisations juggled transitioning their service to an online / telephone support offer, as well as responding to the humanitarian crisis. As a programme team, we were acutely aware that many older people are digitally excluded, and were concerned telephone support would be limited to support to meet basic needs, and to talk about the COVID-19 pandemic, but that it was crucial that delivery partners also offered an escape from the crisis situation to maintain the mental wellbeing of their participants.

We quickly took to find out how widespread of the issue of the digital divide was across our network of delivery partners. As this isn’t data our delivery partners routinely collected from participants, we asked them to find out or to provide best guess estimates. They reported that 40% of participants had email access, 75% had a mobile phone (not necessarily a smartphone), with 30% being able to be contacted with messaging services like Whatsapp. And only 17% able to join in online activities, for example through zoom. We quickly went to work to develop a range of ideas for providers to deliver for participants without online access, which was well received.

We have since worked with our network of delivery partners, and members of our Older People’s Committee to understand the full impact of COVID-19 on being able to support older people, and for older people themselves. Key issues recorded through our intelligence gathering have included; challenges of delivering the humanitarian response, in terms of capacity, and knowing how to meet the needs of older people; the digital divide; disproportionate impact for Hackney’s diverse communities, and the groups serving these communities; and supporting older people to not be ‘othered’ and included within the conversations about solutions; and understanding their fears and anxieties, mainly around lack of clear information, and non-compliance with any published guidelines by the wider community.

Connect Hackney
Media Group



Connect Hackney

Wick Award

Interview with Polly Mann, Wick Award Community and Partnership Development Worker

The Wick Award is a Big Local programme with a lottery award of £1m. It is resident-led, with a Partnership Board of residents accountable for all the projects. There is one employee who manages the projects on behalf of the board. Early on in a large survey was carried out which identified 3 priorities for the programme –Creative Opportunities for Young People (co-ordinated by Hackney Quest), Improving the Wellbeing of All, and Building Community Connections.

Before lockdown we had contacted 58 isolated older residents, so we have re-contacted them immediately and have been doing shopping, distributing meals, and just chatting. Now we are seeing that people are going up the walls. They are losing weight, there's a lot of muscle wastage and anxiety. So we are developing some activities that they can get involved in, it's difficult if they are not online. So we are working with people in sheltered housing, where one person set up their device in the lounge so everyone can join in our yoga and chair disco classes. We've also got a local history club which we are setting up online to get people chatting. In summer we hope to move to socially distanced history walks.

Building connections underpins everything we do. The main element is the Community Chest which means we can put a small investment in things like the history tours, the chair disco, and Hackney Wick FC. The funds help little organisations get match funding – we try to make it easy access, for say a group of neighbours. It gives people a chance to trial a project, it's a scattergun approach.

We are so local, we've been able to support our local Mutual Aid - before the volunteering system was set up, we were able to give them advice on safeguarding, and a shopping float to help older people who weren't going out and couldn't get their pensions.

"I am also very, very grateful to the existing voluntary and community sector in Hackney, one of the strongest in the UK. These groups are rising to this challenge (the pandemic), and we are doing everything we can to support them."

Philip Glanville, Mayor of Hackney

Summary

The VCSE is one way in which City and Hackney is rich; from specialist providers to local resident run community organisations the VCSE is diverse, agile, and determined – with leaders and staff passionate about the quality of the person centred services they deliver.

With VCSE organisations working alongside public sector services, for example through the Neighbourhood Model, through partnership arrangements and funded referral routes, we have the potential for a joined up system that is responsive, integrated and provides wrap around care to those most in need.

Helping to bring about this holistic way of working is the aim of this description of what the VCSE sector has to offer and what we see as the challenges – and the opportunities.

There is no better time that this to bring this about with new types of partnerships emerging in the emergency response, and the prevalent need to protect the most vulnerable. Working together, and with our residents too, we can Build Back Better.



Appendix A

VCSE Transformation

Leadership Group

Membership June 2020

Representatives on ICS boards

- **Alistair Wallace**, MRS Living Independent – IT Enablers/Health & Wellbeing Board
- **Jake Ferguson**, Hackney CVS – Integrated Commissioning Board
- **Jane Caldwell**, Age UK East London – Unplanned Care Board, Vision Sub Group and Reference Group/Anticipatory care lead/Care Navigation Strategy lead/NEL End of Life Planning Group/Chair of the NEL Bereavement Provider Network
- **Rev Joyce Daley**, Black Parent Community Forum (BPCF) – Children’s Workstream – Children & Families Forum
- **Vanessa Morris**, Mind in the City, Hackney and Waltham Forest (Chair of VCSE TLG) – Transformation Board, Strategic Operation and Command Group
- **Zlatinka Hristova**, Studio Upstairs – Discharge Group

Network representatives

- **Yocheved Eiger** - Interlink – Charedi VCSE network
- **Rosemary Jawara**, Beersheba Living Well, Hackney Refugee & Migrant Forum
- **Nalan Cosar/Wendy Miller** – Minik Kardes – Hackney Refugee and Migrant Forum
- **Hackney Advice Forum** – rep to be identified

Advisors

- **Kristine Wellington**, Hackney CVS – Children’s Workstream
- **Frances Haste**, Volunteer Hackney CVS
- **Lauren Tobias**, Volunteer Centre Hackney
- **Jon Williams**, Healthwatch Hackney
- **Katie Barton**, Hackney CVS – Neighbourhoods Programme
- **Jackie Brett**, Hackney CVS – Communities & Partnerships
- **Liz Hughes**, Hackney CVS – Neighbourhoods and Covid-19 response

Appendix B

Network and engagement structures in Hackney

This briefing provides information about how local community and voluntary sector organisations come together through different networks and initiatives which are hosted by Hackney CVS.

These are the main networks in Hackney, there are other networks, both in Hackney and in the City, but the following give an illustration of reach.

Communication channels

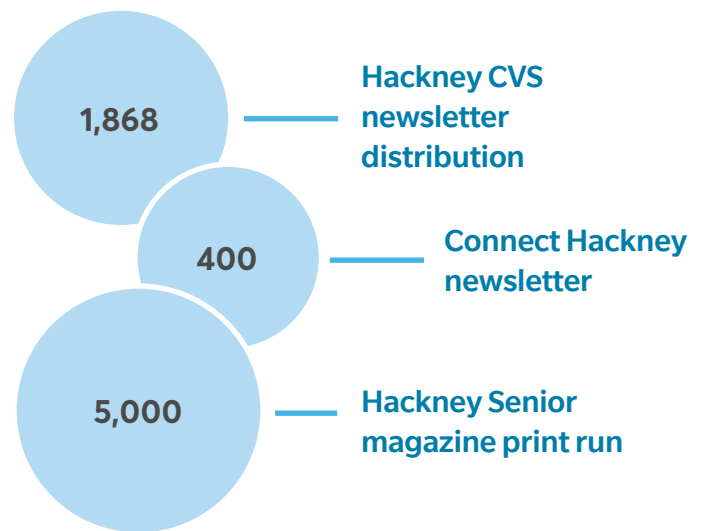
Hackney CVS engage the large local voluntary and community sector through our 4 newsletters (main newsletter 3 times weekly currently), our 3 websites, phone contact, 1-1 advice line and webinars, social media, WhatsApp groups (young leaders and older media group), Hackney senior, and of course our regular sector networks below:

Websites

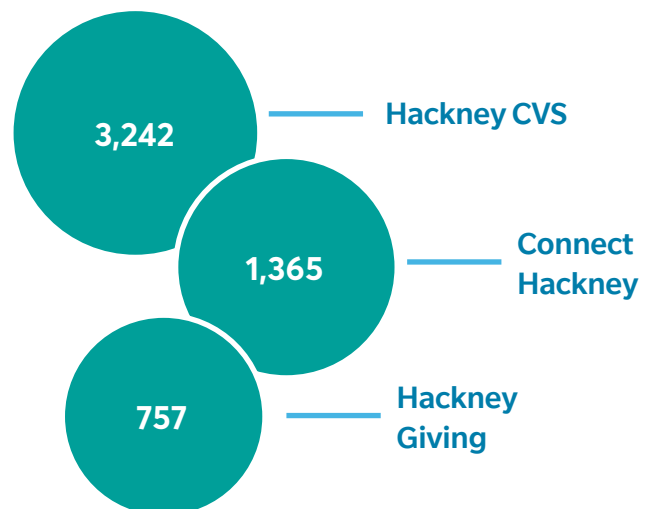
www.hcvs.org.uk

www.connecthackney.org.uk

www.hackneygiving.org.uk



Twitter followers:



Network/partnership

Number of organisations/people

City & Hackney Health and Social Care Forum (HSCF) and subgroups: a network of over 600 local VCSE organisations working together to improve health, wellbeing and social care services for residents of Hackney and the City.

Web: www.hcvs.org.uk/the-health-and-social-care-forum/

Different parts of structure - special interest groups, main forum etc - are chaired by representatives from local VCSE organisations. VCSE Transformation Leadership Group brings together VCSE representatives from across the Integrated Health & Care system. These reps develop the VCS's strategic input to system thinking, crisis response and neighbourhoods approach. Will form basis of the planned VCSE Enabler Workstream.



— VCSE Transformation Leadership Group	18
— Hackney Advice Forum	430
— Community African Network	11
— Older People's Special interest Group	23
— Mental Health Special interest Group	59
— Learning Disability Special interest Group	28
— User Led Special interest Group	18
— LGTGQ+ Special interest Group	32
— Sexual Health Special interest Group	33

Connect Hackney, Ageing Better: aims to improve the wellbeing of Hackney residents aged 50 and over by reducing or preventing loneliness and isolation. The £5.8m six-year programme (2015 – 2021) is one of 14 programmes across England funded by The National Lottery Community Fund's 'Fulfilling Lives, Ageing Better programme

Web: www.connecthackney.org.uk

Structure includes: Strategic Partnership Board, 23 contracted providers (BAME provider subgroup) and 1 older people's media group.



Network/partnership

The Connect Hackney senior media group is made up of Hackney residents aged 50+, with many aged in their 70s and 80s. Due to Covid-19 the group is now coming together through WhatsApp, email and phone calls. We also hope to introduce Zoom shortly, but not all members will be confident with video-conferencing. Currently we have 48 active participants (3 groups) and we have approximately 200 members - former participants who still join us for special events, talks and trips.

Media group members receive training in computers, photography, interviewing and writing skills and produce stories, photos, and audio for the Connect Hackney website and Hackney Senior magazine. Hackney Senior has a print run of 5,000 copies.

Hackney Lunch clubs: provide healthy and nutritious meals and social activities for residents aged 50+ at affordable prices. They are great for reducing loneliness and isolation and bringing communities together.

Web: www.hcvs.org.uk/lunch-clubs/

Youth Sector

Safer Young Hackney/Young Londoners Fund network – a provider network of 70 organisations working around youth crime, mental health & wellbeing, youth activities across Hackney and Islington

Number of organisations/people



48-200



14



70

Network/partnership

Number of organisations/people

Neighbourhood conversations/partnerships:

Well Street Common Partnership: The voluntary and community groups working in the Well Street Common Neighbourhood have come together to share information, jointly fundraise and interact with the NHS and Council services locally.

Web: <https://hcv.org.uk/neighbourhoods-programme/>

- Woodberry Wetlands – hosted by Manor House Development Trust
- Clissold Park – hosted by Studio Upstairs
- Hackney Marsh - hosted by Hackney Marsh Partnership and Lola Akindoyin (LBH/Sport England)
- Shoreditch Park – hosted by Shoreditch Trust
- Well St Common – hosted by Hackney CVS. Fully established
- Springfield Park - hosted by Boilerhouse
- Hackney Downs – hosted by MRS Independent Living
- London Fields – hosted by Mind

Faith sector: The Hackney Faith Community Network was established in 2016 to celebrate the contribution of the faith community in Hackney, bringing their collective efforts together and identify areas of future focus.

Web: <https://hcv.org.uk/faith-forum/>

Children & Families Forum: The forum creates a platform to inform, influence and represent the diversity of the children and families voluntary sector at public sector level. Key areas of work are around health, education, and housing and employment and support for parents.

Web: <https://hcv.org.uk/children-families-forum/>

227 in
Well St

361

476

Network/partnership

Young People

We deliver services to young people in the borough via three main projects:

- **Politically Black** (Young Black Men’s group – Inspirational Leaders 18-30 years) every Tuesday evening (remotely at the moment)
- **Account** (Youth Independent Advisory Group) - 18-30 years a group of young people that monitors, researches and represents the community on policing issues (meets fortnightly every Monday)
- **Cool Down Café** volunteers and youth leaders providing well-being and mental health support to young people at the Penbury Centre.

Through our projects we empower young people to lead and affect change within their communities. Through their peer to peer work we engage with 80-100 young people on average per week

We also work with BCU police youth engagement team, Integrated Gangs Unit, Hackney Young Futures and our young people input into the Improving Outcomes for Young Black Men Strategy.

Web: <https://hcv.org.uk/young-people-projects/>

African Heritage Parents organisations and parent champions – local organisations and individuals

One project which focuses here is the Open Minds Alliance is a one year initiative which aims to address African and Caribbean Heritage (ACH) mental health needs. Adults from African, Caribbean and mixed heritage communities are disproportionately represented in mental health service provision. This is a common concern for the community, practitioners and policy makers.

The Alliance includes frontline organisations from the youth sector, FHE, faith sector, fathers led organisations and African network members

Number of organisations/people



31



168

Network/partnership

Number of organisations/people

Black Men for Change network

A network of black led organisations, black professionals and community champions working together to improve outcomes for black families, delivering programmes and influencing policy, changing the narrative, online platforms. Leading a new programme for Violence Reduction Unit across Hackney, Haringey, Waltham Forest and Lambeth

43

Refugee and Migrant sector

Hackney Refugee & Migrant Forum: The forum's main purposes are to raise awareness of the issues refugees and migrants living and working in Hackney face and to campaign on their behalf.

Web: <https://hcvs.org.uk/hackney-refugee-forum/>

Migrant Support Network: work with a group of community organisations who are taking a leadership role on supporting refugees and migrants in Hackney.

Web: <https://hcvs.org.uk/migrant-support>

60

Supported employment network: Supported employment services help disabled people to move towards or into employment of their choice.

Web: <https://hcvs.org.uk/supported-employment-network/>

Includes – 15 voluntary sector, 6 statutory sector (network mailing list of 50, includes strategic leads)

50

Appendix C

Contractual models

There are three partnership structures we recognise locally as useful to enable lots of organisations to work together to tackle health inequalities and coordinate delivery at a local neighbourhood level.

The VCSE TLG has an ambition to reinvigorate the City & Hackney Together Special Purpose Vehicle and to develop it to be an independent entity with symbiotic relationship with Hackney CVS to manage contracts where there is no 'natural' lead or agreed lead to maintain the diversity of the sector.

The 'Prime Provider Contract' (Lead Provider)

A single organisation (lead organisation) takes responsibility for the day to day management of the service; the contract stipulates that the prime provider must also be a service provider.

The Alliance Contractor model

A set of organisations enter into a single arrangement with a commissioner to deliver a service; all the organisations within the Alliance share risk and responsibility for meeting the agreed outcomes, and all the organisations are equal partners with their own internal governance arrangements.

Prime Contractor (Consortium) or Hub & Spoke model

A single contract between the commissioning organisation and a single contractor who then sub contracts to several organisations to deliver specific services.

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Title of report:	Update on Care and Support for Rough Sleepers- July 2020
Date of meeting:	Thursday 9 th July 2020
Lead Officer:	Siobhan Harper
Author:	James Courtney
Committee(s):	Integrated Commissioning Board
Public / Non-public	Public

Executive Summary:

The update summarises developments with housing, health and social care services for rough sleepers in the City of London and Hackney.

Recommendations:

For information.

Strategic Objectives this paper supports:

Deliver a shift in resource and focus to prevention to improve the long term health and wellbeing of local people and address health inequalities	<input type="checkbox"/>	The paper is an update and does not propose a change to services.
Deliver proactive community based care closer to home and outside of institutional settings where appropriate	<input type="checkbox"/>	
Ensure we maintain financial balance as a system and achieve our financial plans	<input type="checkbox"/>	
Deliver integrated care which meets the physical, mental health and social needs of our diverse communities	<input type="checkbox"/>	
Empower patients and residents	<input type="checkbox"/>	

Specific implications for City

The paper provides an update on care/support for rough sleepers in the City.

Specific implications for Hackney

The paper provides an update on care/support for rough sleepers in Hackney.

Patient and Public Involvement and Impact:

The paper is an update and so patients/members of the public have not been engaged on any proposal.

Clinical/practitioner input and engagement:

Dr Rhiannon England, GP Clinical Lead for Homeless Services, and housing operational staff attended the initial partnership group meeting

Communications and engagement:

No- it is an update on service provision. No service change proposed. We will engage communications if there is any recommendation to update the public.

Comms Sign-off

n/a

Equalities implications and impact on priority groups:

No service change proposed. Provision of services for rough sleepers and wider priority issues related to this are discussed in the paper.

Safeguarding implications:

This paper does not specifically raise any safeguarding concerns.

Impact on / Overlap with Existing Services:

There are no proposals in the report

Supporting Papers and Evidence:

None

Sign-off:

London Borough of Hackney/ City of London Corporation/City & Hackney CCG:
Siobhan Harper, Planned Care Workstream Director, City and Hackney CCG

Formal sign off for all stakeholders not undertaken as this is an update. All stakeholders engaged in the development of the paper and signed off content.

Update on Care and Support for Rough Sleepers- July 2020

Headlines

- City of London and London Borough of Hackney continue to support more rough sleepers with accommodation as part of the COVID-19 pandemic response
- GLA is looking to close its accommodation and is working with Local Authorities to manage the transfer/support of rough sleepers
- Both City of London and London Borough of Hackney are working to ensure they maintain increased bed capacity to support rough sleepers through 2020-21
- City of London is negotiating the provision of more hostel beds within the City
- London Borough of Hackney has leased two hotels in Finsbury Park and are transferring rough sleepers from other accommodation to these two sites- this process is scheduled to be complete by mid-July
- Public Health are undertaking a Needs Analysis Survey led by clinicians- results will be available by August.
- There is concern about the lack of national policy on testing for rough sleepers and clinical/operational staff with no COVID symptoms. There is a risk this may lead to future outbreaks.
- Rough Sleeping and Mental Health Programme (RAMHP) are a new GLA commissioned ELFT Mental Health Service for rough sleepers operating in City of London, Hackney, Tower Hamlets and Newham. Partners are working to liaise with the new service to ensure support for rough sleepers is coordinated.
- A City and Hackney Health and Rough Sleepers Partnership Group aims to meet regularly to help coordinate the planning of future services.

Accommodation Provision

The City of London and London Borough of Hackney worked to ensure all rough sleepers were housed locally in the response to COVID-19. This meant housing more people and commissioning more accommodation to meet the local need.

The table below summarises the number of rough sleepers accessing the different types of support.

	Number of Rough Sleepers supported with accommodation	Number of Rough Sleepers supported by GLA accommodation	Number of Rough Sleepers in directly procured accommodation	Number of street homeless
City of London	117	86	31	14
London Borough of Hackney	192	22	170	9

The GLA commissioned accommodation in the immediate response that local authorities could access for rough sleepers with a lower level of need. Both the City and LBH also directly procured accommodation. The City procured beds in a Travel Lodge Hotel, outside of the City, and re-purposed the use of an YHA hostel in the City. LBH procured two hotels and a range of other accommodation units. The City have housed rough sleepers in accommodation that was part of their pre-COVID offer. London Borough of Hackney is using its pre-COVID temporary accommodation to house families- approximately 3,400 households. The newly procured accommodation provides an enhanced offer and so is more effective at meeting the complex needs of rough sleepers.

Both the City and LBH continue to house rough sleepers with No Recourse to Public Funds. City of London estimates that 30-40% of their housed rough sleepers have NRPF. London Borough of Hackney are housing 44 rough sleepers with NRPF- the majority of these residents are from outside of the EU. LBH have made a public commitment to support these rough sleepers once lockdown ends.

Some rough sleepers have chosen not to access accommodation. Both the City and LBH provide regular outreach to these residents and host multi-agency meetings to ensure care/support is coordinated.

Future Accommodation Planning

The GLA are reducing their accommodation offer and working with local authorities to ensure residents are transferred safely. The City estimates they will need to support up to 50 residents through this transition; LBH will need to support up to 22 rough sleepers. Both the City of London and London Borough of Hackney are committed to ensuring that residents can access accommodation so they are 'in for good'.

The City is negotiating with the Youth Hostel Association to provide more beds for the rest of 2020-21.

LBH have leased two hotels near Finsbury Park for the next 12 months and is looking to transfer all rough sleepers into this accommodation- if they need this support. This is scheduled to be completed by mid-July. LBH are looking to provide wrap around care for rough sleepers housed in the accommodation. They are liaising with housing support care providers to deliver this. These accommodation options will provide more stability to the current accommodation offer.

London Borough of Hackney Rough Sleeper Move on Group

LBH have developed a Rough Sleeper Move On Group with representation from cabinet members and key stakeholders. It will focus on accommodation, support, health and NRPF. The group meets weekly and are preparing a bid to central government for long term funding for the rough sleeper pathway and associated services.

London Borough of Hackney Cost Modelling

The Society of London Treasurers and London Councils have completed a costing exercise for submission to Central Government.

The costing has been split into 3 distinct phases:

- Emergency- March to June 2020
- Transition- July 20 - March 21
- Settled Accommodation- April 21- March 22

The cost to LBH is in the millions. Exact figures will be shared when available.

Health Provision

ELFT continues to provide its homeless outreach service. The service provides all aspects of primary care in hotel/accommodation settings and aims to support rough sleepers without GPs to register. It's staffed by 2 GPs- providing 12 clinical sessions- and 3 nurses. The service currently covers Newham, Tower Hamlets, Hackney and the City. It covers all hotel residents placed in these boroughs. There have been initial discussions about moving to a borough based model, but these are at an early stage.

The UCLH Find and Treat Service continue to provide COVID-19 testing and some testing for TB, HIV, Hep B and C and overall health screening work. Dental care has been highlighted as a specific concern.

A development group is in place to establish a response for rough sleepers including step-up/step-down care at the Homerton Hospital.

Needs Analysis

Full results of the UCL Find and Treat interventions will be available in August and Public Health are planning an event to discuss the findings. The survey uses clinical tools and the screening is done by clinicians. It will give much more granular detail of the health needs of local rough sleepers and inform the development of services.

Testing for Rough sleepers without Symptoms

Stakeholders have expressed concerns about the lack of testing offer for rough sleepers and operational/clinical staff with no COVID-19 symptoms. Currently, there is no national policy and there is significant movement of residents between accommodations. There is a risk that this leads to further outbreaks. There is a clinical view that we urgently need a local policy of frequency of asymptomatic testing for staff and clients in all multiple occupancy settings

Rough Sleeping and Mental Health Programme (RAMHP)

GLA have commissioned a new mental health service for rough sleepers across Central, North-East, West and East London. The service is provided by ELFT in East London and will cover Tower Hamlets, Newham, Hackney and the City. It will be staffed by 4 mental health practitioners and will have input from a consultant psychiatrist. The service is a two year pilot with the aim of delivering better quality of life outcomes for rough sleepers.

The service is not yet fully operational, but it has seen 34 clients to date and has conducted outreach to local hotels/accommodation. It is also receiving referrals from health and social care. Local partners are engaging with the service to understand how best to work with them. Initial introductions were disrupted due to the COVID-19 response. Both the City of London and Hackney have existing outreach mental health workers and so the new staff will add into a comprehensive outreach mental health provision.

City and Hackney Health and Rough Sleepers Partnership Group

Key stakeholders from partner organisations met on 30th June 2020 to discuss current provision and future planning. The group are looking to meet regularly to plan a collaborative approach to future changes in services for rough sleepers.

Integrated Commissioning Glossary

ACERS	Adult Cardiorespiratory Enhanced and Responsive Service	
AOG	Accountable Officers Group	A meeting of system leaders from City & Hackney CCG, London Borough of Hackney, City of London Corporation and provider colleagues.
CPA	Care Programme Approach	A package of care for people with mental health problems.
CYP	Children and Young People's Service	
	City, The	City of London geographical area.
CoLC	City of London Corporation	City of London municipal governing body (formerly Corporation of London).
	City and Hackney System	City and Hackney Clinical Commissioning Group, London Borough of Hackney, City of London Corporation, Homerton University Hospital NHS FT, East London NHS FT, City & Hackney GP Confederation.
CCG	Clinical Commissioning Group	Clinical Commissioning Groups are groups of GPs that are responsible for buying health and care services. All GP practices are part of a CCG.
	Commissioners	City and Hackney Clinical Commissioning Group, London Borough of Hackney, City of London Corporation
CHS	Community Health Services	Community health services provide care for people with a wide range of conditions, often delivering health care in people's homes. This care can be multidisciplinary, involving teams of nurses and therapists working together with GPs and social care. Community health services also focus on prevention and health improvement, working in partnership with local government and voluntary and community sector enterprises.
CS2020	Community Services 2020	The programme of work to deliver a new community services contract from 2020.
DToC	Delayed Transfer of Care	A delayed transfer of care is when a person is ready to be discharged from hospital to a home or care setting, but this must be delayed. This can be for a number of reasons, for example, because there is not a bed available in an intermediate care home.
ELHCP	East London Health and Care Partnership	The East London Health & care Partnership brings together the area's eight Councils (Barking,

		<p>Havering & Redbridge, City of London, Hackney, Newham, Tower Hamlets and Waltham Forest), 7 Clinical Commissioning Groups and 12 NHS organisations. While East London as a whole faces some common problems, the local make up of and characteristics of the area vary considerably. Work is therefore shaped around three localized areas, bringing the Councils and NHS organisations within them together as local care partnerships to ensure the people living there get the right services for their specific needs.</p>
FYFV	NHS Five Year Forward View	<p>The NHS Five Year Forward View strategy was published in October 2014 in response to financial challenges, health inequalities and poor quality of care. It sets out a shared vision for the future of the NHS based around more integrated, person centred care.</p>
IAPT	Improving Access to Psychological Therapy	<p>Programme to improve access to mental health, particularly around the treatment of adult anxiety disorders and depression.</p>
IC	Integrated Commissioning	<p>Integrated contracting and commissioning takes place across a system (for example, City & Hackney) and is population based. A population based approach refers to the high, macro, level programmes and interventions across a range of different services and sectors. Key features include: population-level data (to understand need across populations and track health outcomes) and population-based budgets (either real or virtual) to align financial incentives with improving population health.</p>
ICB	Integrated Commissioning Board	<p>The Integrated Care Board has delegated decision making for the pooled budget. Each local authority agrees an annual budget and delegation scheme for its respective ICB (Hackney ICB and City ICB). Each ICB makes recommendations to its respective local authority on aligned fund services. Each ICB will receive financial reports from its local authority. The ICB's meet in common to ensure alignment.</p>
ICS	Integrated Care System	<p>An Integrated Care System is the name now given to Accountable Care Systems (ACSs). It is an 'evolved' version of a Sustainability and Transformation Partnership that is working as a locally integrated health system. They are systems in which NHS organisations (both commissioners and providers), often in partnership with local</p>

		authorities, choose to take on clear collective responsibility for resources and population health. They provide joined up, better coordinated care. In return they get far more control and freedom over the total operations of the health system in their area; and work closely with local government and other partners.
ISAP	Integrated Support and Assurance Process	The ISAP refers to a set of activities that begin when a CCG or a commissioning function of NHS England (collectively referred to as commissioners) starts to develop a strategy involving the procurement of a complex contract. It also covers the subsequent contract award and mobilisation of services under the contract. The intention is that NHS England and NHS Improvement provide a 'system view' of the proposals, focusing on what is required to support the successful delivery of complex contracts. Applying the ISAP will help mitigate but not eliminate the risk that is inevitable if a complex contract is to be utilised. It is not about creating barriers to implementation.
LBH	London Borough of Hackney	Local authority for the Hackney region
LAC	Looked After Children	Term used to refer to a child that has been in the care of a local authority for more than 24 hours.
LARC	Long Acting Reversible Contraception	
MDT	Multidisciplinary team	Multidisciplinary teams bring together staff from different professional backgrounds (e.g. social worker, community nurse, occupational therapist, GP and any specialist staff) to support the needs of a person who requires more than one type of support or service. Multidisciplinary teams are often discussed in the same context as joint working, interagency work and partnership working.
MECC	Making Every Contact Count	A programme across City & Hackney to improve peoples' experience of the service by ensuring all contacts with staff are geared towards their needs.
	Neighbourhood Programme (across City and Hackney)	The neighbourhood model will build localised integrated care services across a population of 30,000-50,000 residents. This will include focusing on prevention, as well as the wider social and economic determinants of health. The neighbourhood model will organise City and Hackney health and care services around the patient.

NEL	North East London (NEL) Commissioning Alliance	This is the commissioning arm of the East London Health and Care Partnership comprising 7 clinical commissioning groups in North East London. The 7 CCGs are City and Hackney, Havering, Redbridge, Waltham Forest, Barking and Dagenham, Newham and Tower Hamlets.
NHSE	NHS England	Executive body of the Department of Health and Social Care. Responsible for the budget, planning, delivery and operational sides of NHS Commissioning.
NHSI	NHS Improvement	Oversight body responsible for quality and safety standards.
	Primary Care	Primary care services are the first step to ensure that people are seen by the professional best suited to deliver the right care and in the most appropriate setting. Primary care includes general practice, community pharmacy, dental, and optometry (eye health) services.
PIN	Prior Information Notice	A method for providing the market place with early notification of intent to award a contract/framework and can lead to early supplier discussions which may help inform the development of the specification.
QIPP	Quality, Innovation, Productivity and Prevention	QIPP is a programme designed to deliver savings within the NHS, predominately through driving up efficiency while also improving the quality of care.
QOF	Quality Outcomes Framework	
	Risk Sharing	Risk sharing is a management method of sharing risks and rewards between health and social care organisations by distributing gains and losses on an agreed basis. Financial gains are calculated as the difference between the expected cost of delivering care to a defined population and the actual cost.
	Secondary care	Secondary care services are usually based in a hospital or clinic and are a referral from primary care. rather than the community. Sometimes 'secondary care' is used to mean 'hospital care'.
	Step Down	Step down services are the provision of health and social care outside the acute (hospital) care setting for people who need an intensive period of care or further support to make them well enough to return home.

STP	Sustainability and Transformation Partnership	Sustainability and transformation plans were announced in NHS planning guidance published in December 2015. Forty-four areas have been identified as the geographical 'footprints' on which the plans are based, with an average population size of 1.2 million people (the smallest covers a population of 300,000 and the largest 2.8 million). A named individual has led the development of each Sustainability and Transformation Partnership. Most Sustainability and Transformation Partnership leaders come from clinical commissioning groups and NHS trusts or foundation trusts, but a small number come from local government. Each partnership developed a 'place-based plans' for the future of health and care services in their area. Draft plans were produced by June 2016 and 'final' plans were submitted in October 2016.
	Tertiary care	Care for people needing specialist treatments. People may be referred for tertiary care (for example, a specialist stroke unit) from either primary care or secondary care.
	Vanguard	A vanguard is the term for an innovative programme of care based on one of the new care models described in the NHS Five Year Forward View. There are five types of vanguard, and each address a different way of joining up or providing more coordinated services for people. Fifty vanguard sites were established and allocated funding to improve care for people in their areas.

**City of London Corporation Integrated Commissioning Sub-Committee,
London Borough of Hackney Integrated Commissioning Committee, and
NHS City & Hackney Clinical Commissioning Group Integrated Commissioning
Committee
(known collectively as the "Integrated Commissioning Board")**

Terms of Reference

Background and Authority

The City of London Corporation ("COLC") has established an Integrated Commissioning Sub-Committee ("the COLC Committee") under its Community and Children's Services Committee. The London Borough of Hackney ("LBH") has established an Integrated Commissioning Sub-Committee reporting to its Cabinet ("the LBH Committee") and NHS City & Hackney Clinical Commissioning Group ("the CCG") has also established an Integrated Commissioning Committee ("the CCG Committee"). These committees are the principal fora through which the CCG, LBH and COLC will integrate their commissioning of certain services.

This document is the terms of reference for the CCG Committee, the COLC Committee, and the LBH Committee.

The COLC Committee, the LBH Committee and the CCG Committee will meet in common and shall when doing so be known together as the Integrated Commissioning Board ("the ICB").

The COLC Committee has authority to make decisions on behalf of COLC, which shall be binding on COLC, in accordance with these terms of reference and the scheme of delegation and reservation for the integrated commissioning arrangements.

The LBH Committee has authority to make decisions on behalf of LBH, which shall be binding on LBH, in accordance with these terms of reference and the scheme of delegation and reservation for the integrated commissioning arrangements.

The CCG Committee has authority to make decisions on behalf of the CCG, which shall be binding on the CCG, in accordance with these terms of reference and the scheme of delegation and reservation for the integrated commissioning arrangements.

Except where stated otherwise (in which case the terms "the COLC Committee" and/or "the LBH Committee" and/or "the CCG Committee" or "the committees" are/is used), all references in this document to the "ICB" refer collectively to the three committees described above. The objectives of the ICB, as described below, are the objectives of the individual committees insofar as they relate to the individual committee's authority.

The members of the COLC Committee and the CCG Committee will manage the Pooled Funds for which they have been assigned authority in accordance with a section 75 agreement in place between COLC and the CCG ("City Pooled Funds").

The members of the LBH Committee and the CCG Committee will manage the Pooled Funds for which they have been assigned authority in accordance with a section 75 agreement in place between LBH and the CCG ("Hackney Pooled Funds").

The LBH Committee shall have no authority in respect of City Pooled Funds. The management of City Pooled Funds is assigned to the CCG Committee and the COLC Committee. The COLC Committee shall have no authority in respect of Hackney Pooled Funds. The management of Hackney Pooled Funds is assigned to the CCG Committee and the LBH Committee.

For Aligned Fund services the ICB acts as an advisory group making recommendations to the CCG Governing Body, or the COLC Community and Children's Services Committee, or the LBH Cabinet as appropriate, in accordance with the relevant s75 agreement.

Purpose

The ICB is the principal forum to ensure that commissioning improves local services and outcomes and achieves integration of service provision and of commissioning and delivers the North East London Sustainability and Transformation Plan (NEL STP). It is the forum for decision making and monitoring of activity to integrate the commissioning activities of the CCG, COLC and LBH (to the extent defined in the s75 agreement).

The ICB's remit is in respect of services that are commissioned using Pooled Funds (including the Better Care Fund budgets) within the Integrated Commissioning Fund (ICF). The ICB also has a remit with regard to Aligned Funds, whereby it is an advisory group making recommendations to the CCG Governing Body or the LBH Cabinet or the COLC Community and Children's Services Committee as appropriate.

The CCG and COLC, and the CCG and LBH, shall determine the funds, and therefore the services, that are to be the City Pooled Funds and the Hackney Pooled Funds respectively (to include requirements in respect of Better Care Fund budgets) subject to the s75 agreements between the CCG and COLC and the CCG and LBH. The CCG and the COLC, and the CCG and LBH, shall determine their respective Aligned Funds. Once defined, the remit will be stated in these Terms of Reference or in another appropriate document that is provided to the ICB.

In performing its role the ICB will exercise its functions in accordance with, and to support the delivery of, the City and Hackney Locality Plan and the City of London supplement and the North East London Sustainability and Transformation Plan (NEL STP).

The responsibilities for the ICB will cover the geographical area of the LBH and COLC. It is noted that there will need to be decisions made about how to address the issues of resident and registered populations across the CCG and COLC and LBH and workers who travel into the City of London.

In carrying out its role the ICB will be supported by the Accountable Officers Group.

The objectives of the ICB defined below are subject to the Scheme of Delegation, and subject to the financial framework (a schedule in each of the two s75 agreements). The s75 agreements define the budgets that are City Pooled Funds, Hackney Pooled Funds, and Aligned Funds.

Objectives

Specifically, the ICB will:

Commissioning strategies and plans

- Lead the commissioning agenda of the locality, including inputs from, and relationships with, all partners
- Ensure that co-production is embedded across all areas of commissioning in line with the city and Hackney co-production charter
- Ensure financial sustainability and drive local transformation programmes and initiatives
- Determine and advise on the local impacts of commissioning recommendations and decisions taken at a NEL level
- Ensure that the Locality plan is delivering the local contribution to the ambitions of the NEL STP
- Lead the development and scrutiny of annual commissioning intentions as set out in the Integrated Commissioning Strategy, including the monitoring, review, commissioning and decommissioning of activities
- Provide advice to the CCG about core primary care and make recommendation to the CCG's Local GP Provider Contracts Committee
- Ensure that the locality plan delivers constitutional requirements, financial balance, and supports the improvement in performance and outcomes established by the Health and Wellbeing Boards
- Promote health and wellbeing, reduce health inequalities, and address the public health and health improvement agendas in making commissioning recommendations
- Ensure commissioning decisions are made by the ICB in a timely manner that address financial challenges of both the in-year and longer term plans.
- Ensure that local plans can demonstrate their impact on City residents and City workers where appropriate.

Service re-design

- Approve all clinical and social care guidelines, pathways, service specifications, and new models of care
- Ensure all local guidelines and service specifications and pathways are developed in line with NICE and other national evidence, best practice and benchmarked performance
- Drive continuous improvement in all areas of commissioning, pathway and service redesign delivering increased quality performance and improved outcomes

- Ensure that services are co-designed by residents and practitioners working together and adhere to the principles set out in the City and Hackney Co-production charter.

Contracting and performance

- Oversee the annual contracting and planning processes and ensure that contractual arrangements are supporting the ambitions of the CCG, LBH and COLC to transform services, ensure integrated delivery and improve outcomes
- Oversee local financial and operational performance and decisions in respect of investment and disinvestment plans

Stakeholder engagement

- Ensure adequate structures are in place to support patient, public, service user, and carer involvement at all levels and that the equalities agenda is delivered
- Ensure that arrangements are in place to support collaboration with other localities when it has been identified that such collaborative arrangements would be in the best interests of local patients, public, service users, and carers
- Ensure and monitor on-going discussion between the ICB and provider organisations about long-term strategy and plans

Programme management

- Oversee the work of the Accountable Officers Group including their work on the workstreams and enabler groups ensuring system wide implications are considered
- Ensure that risks associated with integrated commissioning are identified and managed, including to the extent necessary through risk management arrangements established by the CCG, LBH and COLC.

Safeguarding

- In discharging its duties, act such that it supports the CCG, LBH and COLC to comply with the statutory duties that apply to them in respect of safeguarding patients and service users.

Local Outbreak Board

In response to the Sars-Cov-2 pandemic, or any future outbreak declared a pandemic by the World Health Organisation, the ICB will be designated as the Local Outbreak Board for the City & Hackney geographic area. The Local Outbreak Board will sit separately to the formal ICB as a meeting-in-common of the ICBs from both the City & Hackney, and the Community Services Development Board as the antecedent to a more formal alliance partnership across health and care providers in City and Hackney. The Local Outbreak Board will be held as a separate session to the regular ICB, with separately published agendas and minutes. The board will meet virtually but meetings will be open to the public as with the regular ICB.

The Local Outbreak Board will:

- Provide member accountability and oversight of the Local Outbreak Control Plans,
- Receive and comment on any updates to the local covid-19 situation via sitrep reporting.
- Discuss movement into new phases of covid-19 response.
- Agree communications to be sent out to local populations regarding the pandemic and any internal communications.
- Act as liaison to ministers as needed.

The Chair of the Local Outbreak Board will rotate between the responsible Cabinet member in the London Borough of Hackney and the Chair of the Community and Children's Services Sub-Committee in the City of London.

Notice of the meeting will be published in accordance with the regular local authority procedures, however many substantive papers are likely to be received by the board in subsequent dispatches to ensure timeliness of data.

For items which primarily or solely affect the London Borough of Hackney, the discussion will be led by the Hackney Cabinet Member. For those which primarily or solely affect the City of London, the discussion will be led by the Chair of the Community and Children's Services Sub-Committee.

These arrangements are subject to change and will be kept under review. Any changes will be brought back to agreement at the next appropriate meeting of the ICB.

Accountability and reporting

The ICB will report to the relevant forum as determined by the CCG, LBH and COLC. The matters on which, and the arrangements through which, the ICB is required to report shall be determined by the CCG, LBH and COLC (and shall include requirements in respect of Better Care Fund budgets). The ICB will present for approval by the CCG, LBH and COLC as appropriate proposals on matters in respect of which authority is reserved to the CCG and/or COLC and/or LBH (including in respect of aligned fund services). The ICB will also provide advice to the CCG about core primary care and make recommendation to the appropriate CCG Committee.

The ICB will receive reports from the CCG, LBH and COLC on decisions made by those bodies where authority for those decisions is retained by them but the matters are relevant to the work of the ICB.

The ICB will provide reports to the Health and Wellbeing Boards and other committees as required.

Membership and attendance

The membership of the COLC Committee shall be as follows:

- The Chairman of the Community and Children's Services Committee (Chair of the COLC Committee)
- The Deputy Chairman of the Community and Children's Services Committee
- 1 other Member from the Community and Children's Services Committee who is a Member of the Court of Common Council

The membership of the LBH Committee shall be as follows:

- LBH Lead Member for Health, Adult Social Care and Leisure (Chair of the LBH Committee)
- LBH Lead Member for Education, Young People and Children's Social Care
- LBH Lead Member of Finance, Housing Needs and Supply

The membership of the CCG Committee shall be as follows:

- Chair of the CCG (Chair of the CCG Committee)
- CCG Governing Body Lay Member
- CCG Accountable Officer

As the three committees shall meet in common, the members of each committee shall be in attendance at the meetings of the other two committees.

The membership will be kept under review and through approval from the CCG's Governing Body, COLC's Community and Children's Services Committee and LBH's elected Mayor as appropriate. Other parties may be invited to send representatives to attend the ICB's meetings in a non-decision making capacity.

The ICB may also call additional experts to attend meetings on an ad hoc basis to inform discussions.

The following shall be expected to attend the meetings of the ICB, contribute to all discussion and debate, but will not participate in decision-making:

- CCG Managing Director
- CCG Chief Financial Officer
- The Director of Community and Children's services (Authorised Officer for COLC)
- The City of London Corporation Chamberlain
- LBH Group Director – Finance and Corporate Services
- LBH Group Director – Children, Adults and Community Services

The following will have a standing invitation to attend the meetings of the ICB, contribute to all discussion and debate, but will not participate in decision-making:

- LBH and COLC Director of Public Health (which is a joint post)
- A person nominated by the Chief Financial Officers of the CCG and COLC
- Representative of City of London Healthwatch

- A person nominated by the Chief Financial Officers of the CCG and LBH
- Representative of London Borough of Hackney Healthwatch
- Representative from Hackney voluntary and community services.

Community Services Development Board provider representatives will also be asked to join the regular ICB meeting as attendees, with a view that future ICB governance is reviewed to enable future membership to be managed with due regard to issues regarding conflict of interests. In discussions which affect commissioning spending decisions in which there is a potential conflict of interest, provider members will be asked by the Chair to excuse themselves from the meeting.

Deputies

Any member of the CCG Committee who is unable to attend a meeting of the ICB may appoint a deputy, who shall be a member of the CCG's Governing Body, provided that the deputy has authority equivalent to the member that he/she represents.

Any member of the LBH Committee may appoint a deputy who is a Cabinet Member or the Mayor.

The COLC Community and Children's Services Committee may appoint up to three of its members who are members of the Court of Common Council to deputise for any member of the COLC Committee.

Any member appointing a deputy for a particular meeting of the ICB must give prior notification of this to the Chair.

Leading and facilitating the discussion

When the three committees are meeting in common as the ICB, the Chair of the LBH Committee shall lead and facilitate the discussions of the ICB for the first six months after its formation; the Chair of the CCG Committee shall perform the same role for the following six months; and the Chair of the COLC Committee shall perform the same role for the six months after that. Thereafter the role shall swap between three Chairs, with each performing it for six months at a time.

If the Chair nominated to lead and facilitate discussions in a particular meeting or on a particular matter is absent for any reason – for example, due to a conflict of interests – another of the committees' Chairs shall perform that role. If all three Chairs are absent for any reason, the members of the COLC Committee, the LBH Committee and the CCG Committee shall together select a person to lead and facilitate for the whole or part of the meeting concerned.

Quorum and voting

For the CCG committee the quorum will be two of the three members (or deputies duly authorised in accordance with these terms of reference).

For the COLC committee the quorum will be all three members (or deputies duly authorised in accordance with these terms of reference).

For the LBH committee the quorum will be two of the three Council members (or deputies duly authorised in accordance with these terms of reference).

Each of the COLC, LBH and CCG committees must reach its own decision on any matter under consideration, and will do so by consensus of its members where possible. If consensus within a committee is impossible, that committee may take its decision by simple majority, and the Chair's casting vote if necessary.

The COLC Committee, the LBH Committee and CCG Committee will each aim to reach compatible decisions.

Matters for consideration by the three committees meeting in common as the ICB may be identified in meeting papers as requiring positive approval from all three committees in order to proceed. Any matter identified as such may not proceed without positive approval from all of the COLC Committee, the LBH Committee and the CCG Committee.

These decision-making arrangements shall be included in the review of these terms of reference as set out below.

Meetings and administration

The ICB's members will be given no less than five clear working days' notice of its meetings. This will be accompanied by an agenda and supporting papers and sent to each member no later than five clear days before the date of the meeting. In urgent circumstances the requirement for five clear days' notice may be truncated.

The ICB shall meet whenever COLC, LBH and the CCG consider it appropriate that it should do so but the 3 committees meeting as the ICB would usually meet every month. When the Chairs of the CCG, LBH and COLC Committees deem it necessary in light of urgent circumstances to call a meeting at short notice this notice period shall be such as they shall specify.

Meetings of the ICB shall be held in accordance with Access to Information procedures for COLC, LBH and the CCG, rules and other relevant constitutional requirements. The dates of the meetings will be published by the CCG, LBH and COLC. The meetings of the ICB will be held in public, subject to any exemption provided by law or any matters that are confidential or commercially sensitive. This should only occur in exceptional circumstances and is in accordance with the open and accountable local government guidance (June 2014).

In light of the novel coronavirus Sars-Cov-2 pandemic, the government has published secondary legislation to the Coronavirus Act 2020. For reasons of public safety and in order to comply with governmental guidelines on social distancing, the ICB will, until further notice and subject to amendment of these terms of reference, meet virtually. As the regulations prescribe, committee members will be audible and visible as far as is practically possible. Members of the public will also be provided with a link to the virtual meeting on the front of the agenda so that they may observe and participate in the proceedings. Regular publication rules in respect to agendas and minutes, as well as standing orders regarding quorum and voting, remain in place.

Secretarial support will be provided to the ICB and minutes shall be taken of all of its meetings; the CCG, COLC and LBH shall agree between them the format of the joint minutes of the ICB which will separately record the membership and the decisions taken by the CCG Committee, the COLC Committee and the LBH Committee. Agenda, decisions and minutes shall be published in accordance with partners' Access to Information procedures rules.

Decisions made by the CoLC Committee may be subject to referral to the Court of Common Council in accordance with COLC's constitution. Executive decisions made by the LBH committee may be subject to call-in by members of the Council in accordance with LBH's constitution. Executive decisions made by the CCG committee may be subject to review by the CCG's Governing Body and/or Members Forum in accordance with CCG's constitution. However, the CCG, LBH and COLC will manage the business of the ICB, including consultation with relevant fora and/or officers within those organisations, such that the incidence of decisions being reviewed or referred is minimised.

Conflicts of interests

The partner organisations represented in the ICB are committed to conducting business and delivering services in a fair, transparent, accountable and impartial manner. ICB members will comply with the Conflicts of Interest policy statement developed for the ICB, as well as the arrangements established by the organisations that they represent.

A register of interests will be completed by all members and attendees of the ICB and will be kept up to date in line with the policy. Before each meeting each member or attendee will examine the agenda to identify any matters in which he/she has (or may be perceived to have) an interest. Such interests may be in addition to those declared previously. Any such conflicts should be raised with the Chair and the secretariat at the earliest possible time.

The Chair will acknowledge the register of interests at the start of the meeting as an item of business. There will be the opportunity for any potential conflicts of interest to be debated and the Chair (on the basis of advice where necessary) may give guidance on whether any conflicts of interest exist and, if so, the arrangements through which they may be addressed.

In respect of the CCG Committee, the members will have regard to any such guidance from the Chair and should adopt it upon request to do so. Where a member declines to adopt such guidance it is for the Chair to determine whether a conflict of interests exists and, if so, the arrangements through which it will be managed.

In respect of the COLC Committee and the LBH Committee, it is for the members to declare any conflicts of interests which exist (taking into account any guidance from the Chair) and, if so, to adopt any arrangements which they consider to be appropriate.

In some cases it may be possible for a person with a conflict of interest to participate in a discussion but not the decision that results from it. In other cases, it may be necessary for a person to withdraw from the meeting for the duration of the discussion and decision. Where the nominated Chair (or another person selected to lead and facilitate a meeting) has a conflict of interests, the arrangements set out above (under Leading and facilitating the discussion) shall apply.

When considering any proposals relating to actual or potential contractual arrangements with local GP providers the ICB will seek independent advice from the CCG Local GP Provider Contracts Committee who provide a scrutiny function for all such matters, particularly that the contract is in the best interests of local people, represents value for money and is being recommended without any conflict of interest from GPs.

All declarations and discussions relating to them will be minuted.

Additional requirements

The members of the ICB have a collective responsibility for the operation of it. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view. They will take advice from the Accountable Officers Group and from other advisors where relevant.

The ICB functions through the scheme of delegation and financial framework agreed by the CCG, COLC and LBH respectively, who remain responsible for their statutory functions and for ensuring that these are met and that the ICB is operating within all relevant requirements.

The ICB may assign tasks to such individuals or committees as it shall see fit, provided that any such assignments are consistent with each party's relevant governance arrangements, are recorded in a scheme of delegation for the relevant committee, are governed by terms of reference as appropriate, and reflect appropriate arrangements for the management of any actual or perceived conflicts of interest.

Review

The terms of reference will be reviewed not later than six months after the date of their approval and then at least annually thereafter, such annual reviews to coincide with reviews of the s75 agreements.

July 2020