



Integrated Care Partnership Board

Date: THURSDAY, 13 JANUARY 2022

Time: 9.35 am

Venue: MICROSOFT TEAMS

Members: Randall Anderson
Marianne Fredericks
Ruby Sayed

AGENDA

1. CITY & HACKNEY INTEGRATED COMMISSIONING BOARD

For Decision
(Pages 3 - 30)

City & Hackney Integrated Care Partnership Board

This is also a meeting of the **Integrated Commissioning Board** which is a Committee in-Common meeting of the:

- | | | |
|---|---|---|
| a. The London Borough of Hackney Integrated Commissioning Sub-Committee ('The LBH Committee') | b. The City of London Corporation Integrated Commissioning Sub-Committee ('The COLC Committee') | c. North East London CCG City and Hackney ICP Area Committee (The 'CCG Area Committee') |
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Meeting in public on

Thursday 13 January 2022, 0935 – 1015

By Microsoft Teams

Chair: Councillor Chris Kennedy, London Borough of Hackney

No.	Time	Item	Page number	Lead
1.	0935 (5 mins)	Welcome, introductions and apologies	Verbal	Chair
2.		Declarations of Interests	Papers 2a & 2b <i>Pages 3-15</i>	Chair
3.		Minutes of the Previous Meeting & Action Log	Papers 3a & 3b <i>Pages 16-28</i>	Chair
4.		Questions from the Public	Verbal	Chair
5.		ICP Chief Officer Report	Verbal	Tracey Fletcher
For Decision				
6.	0940 (15 mins)	Neighbourhoods matters for approval	Papers to follow <i>Pages TBC</i>	Nina Griffith
For Discussion				
7.	0955 (15 mins)	Cordis Bright's Neighbourhoods evaluation and stock take	Papers to follow	Anna Garner

			<i>Pages TBC</i>	
8.	1010 (5 mins)	Any Other Business	Verbal	Chair
For Information				
Risk Register			<i>Pages TBC</i>	N/A
Monthly Financial Report			<i>Pages TBC</i>	N/A
Integrated Commissioning Glossary			<i>Pages TBC</i>	N/A
Date of next meeting: Thursday 10 February 2022 by Microsoft Teams				

- Declared Interests as at 06/01/2022

Name	Position/Relationship with CCG	Committees	Declared Interest	Name of the organisation/business	Nature of interest	Valid From	Valid To	Action taken to mitigate risk
Ann Sanders	Associate Lay Member	C&H Integrated Care Partnership Board (ICPB)	Financial Interest	Ann Sanders Consultancy	Independent Consultant for Ann Sanders Consultancy	2021-07-30		Declarations to be made at the beginning of meetings
Caroline Millar	Acting Chair	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	City and Hackney GP Confederation	Acting Chair for City and Hackney GP Confederation	2021-10-14		Declarations to be made at the beginning of meetings
			Non-Financial Professional Interest	Independent Sector Adjudication Service (ISCAS), Centre for Effective Dispute Resolution (CEDR)	Independent Adjudicator, for the Independent Sector Adjudication Service (ISCAS), Centre for Effective Dispute Resolution (CEDR)	2021-10-14		
			Non-Financial Personal Interest	Clissold Park User Group	Treasurer for Clissold Park User Group	2021-10-14		
			Non-Financial Personal Interest	Vox Holloway	Trustee for Vox Holloway	2021-10-14		
			Non-Financial Personal Interest	Barton House Group Practice	Registered patient at Barton House Group Practice	2021-10-14		
			Non-Financial Personal Interest	Allerton Road Medical Centre	Immediate family members registered at this practice	2021-10-14		
Catherine Macadam	Associate Lay Member	C&H Integrated Care Partnership Board (ICPB)	Financial Interest	Coaching for Unpaid Carers CIC	Company Director for community interest company that operates in City and Hackney and delivers services to unpaid carers	2019-05-31		
			Financial Interest	Catherine Macadam Coaching, Mentoring, OD Consultancy	sole trader offering coaching and OD services	2008-03-27		

					to organisations working in the health and care sector in City and Hackney			
Christopher Kennedy	Councillor	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	London Borough of Hackney	Cabinet Member for Health, Adult Social Care, Voluntary Sector and Leisure in London Borough of Hackney	2020-07-09		
			Non-Financial Personal Interest	Lee Valley Regional Park Authority	Member of Lee Valley Regional Park Authority	2020-07-09		
			Non-Financial Personal Interest	Hackney Empire	Member of Hackney Empire	2020-07-09		
			Non-Financial Personal Interest	Hackney Parochial Charity	Member of Hackney Parochial Charity	2020-07-09		
			Non-Financial Personal Interest	Labour Party	Member of the Labour Party	2020-07-09		
			Non-Financial Personal Interest	Local GP practice	Registered patient with a local GP practice	2020-07-09		
Dr Haren Patel	Joint Clinical Director, Hackney Marsh Primary Care Network	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	Hackney Marsh Primary Care Network	Joint Clinical Director for Hackney Marsh Primary Care Network	2020-10-10		Declarations to be made at the beginning of meetings
			Financial Interest	Latimer Health Centre	Senior Partner at Latimer Health Centre	2020-10-10		Declarations to be made at the beginning of meetings
			Financial Interest	Acorn Lodge Care Home	Primary Care Service Provision to Acorn Lodge Care Home	2020-10-10		Declarations to be made at the beginning of meetings
			Non-Financial Professional Interest	Pharmacy in Brent CCG	Joint Director for pharmacy in Brent CCG	2020-10-10		
			Non-Financial Professional Interest	NHS England	GP Member of the NHS England Regional Medicines Optimisation Committee	2020-10-10		
Dr Stephanie Coughlin	ICP Clinical Lead City &	C&H Integrated Care	Non-Financial Professional	Lower Clapton Group Practice	GP Principal at	2020-10-09		Declarations to be made at the

	Hackney	Partnership Board (ICPB)	Interest		Lower Clapton Group Practice			beginning of meetings
			Non-Financial Professional Interest	British Medical Association	Member of the British Medical Association	2020-10-09		
			Non-Financial Professional Interest	Royal College of General Practitioners	Member of the Royal College of General Practitioners	2020-10-09		
Helen Fentimen	Common Council Member	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	City of London Corporation	Member of the City of London Corporation	2020-02-14		
			Non-Financial Personal Interest	Labour Party	Member of the Labour Party	2020-02-14		
			Non-Financial Personal Interest	Unite Trade Union	Member of Unite Trade Union	2020-02-14		
			Non-Financial Personal Interest	Prior Weston Primary School and Children's Centre	Chair of the Governors, Prior Weston Primary School and Children's Centre	2020-02-14		
Honor Rhodes	Associate Lay Member	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	Tavistock Relationships	Director for Tavistock Relationships	2020-06-11		Declarations to be made at the beginning of meetings
			Indirect Interest	Homerton University Hospital NHS Foundation Trust	Daughter is an Assistant Psychologist at Homerton University Hospital NHS Foundation Trust	2020-06-11		
			Non-Financial Personal Interest	Barton House NHS Practice	Registered patient with Barton House NHS Practice	2020-06-11		
			Non-Financial Professional Interest	London Borough of Hackney	Acting Chief Executive with London Borough of Hackney	2020-03-20		
			Non-Financial Professional Interest	Hackney Schools for the Future	Director of Hackney Schools for the Future	2020-03-20		
			Financial Interest	Homeowner in Hackney	Homeowner in Hackney	2020-03-20		
			Non-Financial Professional Interest	NWLA Partnership Board	Joint Chair of the NWLA	2020-03-20		

Ian Williams	Group Director, Finance and Corporate Resources	C&H Integrated Care Partnership Board (ICPB)			Partnership Board		
			Non-Financial Professional Interest	London Treasury Ltd	SLT Representative to London Treasury Ltd	2020-03-20	
			Non-Financial Professional Interest	London CIV Board	Observer / SLT Representative to the London CIV Board	2020-03-20	
			Non-Financial Professional Interest	Chartered Institute of Public Finance and Accountancy	Member of the Chartered Institute of Public Finance and Accountancy	2020-03-20	
			Non-Financial Professional Interest	Society of London Treasurers	Member of the Society of London Treasurers	2020-03-20	
			Non-Financial Professional Interest	London Finance Advisory Committee	Member of the London Finance Advisory Committee	2020-03-20	
			Non-Financial Professional Interest	Schools and Academy Funding Group	London Representative to the Schools and Academy Funding Group	2020-03-20	
			Non-Financial Professional Interest	Society of Municipal Treasurers	Senior Management Team Executive for the Society of Municipal Treasurers	2020-03-20	
			Non-Financial Professional Interest	London CIV Shareholders Committee	SLT Representative to the London CIV Shareholders Committee	2020-03-20	
			Non-Financial Professional Interest	London Pensions Investments Advisory Committee	Chair of the London Pensions Investments Advisory Committee	2020-03-20	
Jon Williams	Director	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	Healthwatch Hackney	Director at Healthwatch Hackney, which holds the following contracts with	2021-08-10	Declarations to be made at the beginning of meetings

					the NHS and local partners: - Neighbourhood Involvement Contract - NHS Community Voice Contract - Coproduction and Engagement Grant - Hackney Council Core and Signposting Grant			
Marianne Fredericks	Common Council Member	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	City of London Corporation	Member of the City of London Corporation	2020-02-26		
			Non-Financial Professional Interest	Farringdon Ward Club	Member of the Farringdon Ward Club	2020-02-26		
			Non-Financial Professional Interest	The Worshipful Company of Firefighters	Liveryman of the Worshipful Company of Firefighters	2020-02-26		
			Non-Financial Personal Interest	Christ's Hospital School Council	Member of Christ's Hospital School Council	2020-02-26		
			Non-Financial Professional Interest	Aldgate and All Hallows Foundation Charity	Member of Aldgate and All Hallows Foundation Charity	2020-02-26		
			Non-Financial Professional Interest	The Worshipful Company of Bakers	Liveryman of the Worshipful Company of Bakers	2020-02-26		
			Non-Financial Personal Interest	Tower Ward Club	Member of the Tower Ward Club	2020-02-26		
Matthew Knell	Senior Governance Manager	C&H Finance and Performance Subcommittee C&H Integrated Care Partnership Board (ICPB)	Non-Financial Personal Interest	Queensbridge Group Practice	Registered patient with this local GP Practice.	2017-01-01		
Paul Calaminus	Chief Executive	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	East London NHS Foundation Trust	Chief Executive	2021-04-30		Declarations to be made at the beginning of meetings
			Indirect Interest	Department of Health	Partner is employed by Department of Health	2021-04-30		
Paul Coles	General Manager	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	Healthwatch City of London	General Manager of Healthwatch City	2021-10-05		Declarations to be made at the beginning of meetings

					of London, holding a contract with City of London Corporation for a local Healthwatch service in the City of London			
			Non-Financial Professional Interest	International Brigades Memorial Trust	Treasurer for the International Brigades Memorial Trust	2021-10-05		
			Non-Financial Personal Interest	Chartham Parish Council, Kent	Parish Councillor for Chartham Parish Council, Kent	2021-10-05		
Sandra Husbands	Director of Public Health	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	London Borough of Hackney	Director of Public Health for London Borough of Hackney and City of London	2020-08-26		
			Non-Financial Professional Interest	Association of Directors of Public Health	Member of the Association of Directors of Public Health	2020-08-26		
			Non-Financial Professional Interest	Faculty of Public Health	Fellow of the Faculty of Public Health	2020-08-26		
			Non-Financial Professional Interest	Faculty of Medical Leadership and Management	Member of the Faculty of Medical Leadership and Management	2020-08-26		
Steve Collins	Acting Chief Finance Officer	TNW Finance & Performance Sub-committee TNW ICP Area Committee/ Delivery Group C&H Finance and Performance Subcommittee C&H Integrated Care Partnership Board (ICPB) BHR ICP Finance Sub-committee BHR Integrated Care Executive Group (ICEG) BHR Integrated Care Partnership Board (ICPB)/ Area Committee NEL CCG Audit & Risk Committee NEL CCG Finance & Performance Committee NEL CCG Governing Body NEL CCG Primary Care Commissioning Committee (PCCC)	Non-Financial Professional Interest	Trisett Limited (business support service)	Director	2003-01-01		Declarations to be made at the beginning of meetings

		NEL CCG Remuneration Committee						
			Non-Financial Professional Interest	Sevenoaks Primary School	Chair of Governors	2002-01-01	2021-01-01	Declarations to be made at the beginning of meetings
			Non-Financial Professional Interest	Hope Church Sevenoaks	Chair of Trustees	2020-01-01		Declarations to be made at the beginning of meetings
			Indirect Interest	Fegans (charity)	Wife is Chair of Trustees	2017-01-01		Declarations to be made at the beginning of meetings
			Indirect Interest	PwC	Daughter is Senior Associate	2019-01-01		Declarations to be made at the beginning of meetings
Sue Evans	Lay Member Primary Care	C&H Finance and Performance Subcommittee C&H Integrated Care Partnership Board (ICPB) NEL CCG Audit & Risk Committee NEL CCG Governing Body NEL CCG Primary Care Commissioning Committee (PCCC) NEL CCG Remuneration Committee	Non-Financial Professional Interest	Worshipful Company of Glass Sellers' of London (City Livery Company) Charity Fund	Company Secretary / Clerk to the Trustees'	2014-01-01		Declarations to be made at the beginning of meetings
			Non-Financial Personal Interest	North East London NHS	Self and family users of healthcare services in NEL	2017-01-01		Declarations to be made at the beginning of meetings
			Financial Interest	St Aubyn's School Charitable Trust	Trustee and Director of Company Ltd by Guarantee	2013-01-01		Declarations to be made at the beginning of meetings
Tony Wong	Chief Executive, Hackney Council for Voluntary Services	C&H Integrated Care Partnership Board (ICPB)	Non-Financial Professional Interest	Hackney Council for Voluntary Services	Chief Executive for Hackney Council for Voluntary Services	2021-10-04		Declarations to be made at the beginning of meetings
Tracey Fletcher	Chief Executive	C&H Finance and Performance Subcommittee C&H Integrated Care Partnership Board (ICPB) C&H Neighbourhood Health and Care Board	Non-Financial Professional Interest	Homerton University Hospital NHS Foundation Trust	Chief Executive of Homerton University Hospital NHS Foundation Trust	2020-08-26		Declarations to be made at the beginning of meetings
			Non-Financial Personal Interest	Inspire	Trustee for Inspire	2020-08-26		

- Nil Interests Declared as of 06/01/2022

Name	Position/Relationship with CCG	Committees	Declared Interest
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Sunil Thakker	Director of Finance; C&H ICP & Acting Director of Finance; TNW ICP	TNW Finance & Performance Sub-committee TNW ICP Area Committee/ Delivery Group C&H Finance and Performance Subcommittee C&H Integrated Care Partnership Board (ICPB) NEL CCG Audit & Risk Committee NEL CCG Finance & Performance Committee	Indicated No Conflicts To Declare.
Tendy Kwaramba	Service Transformation Manager	C&H Integrated Care Partnership Board (ICPB)	Indicated No Conflicts To Declare.



Register of Interests

Name	Date of Declaration	Position / Role on ICPB	Nature of Business / Organisation	Nature of Interest	Type of Interest
Randall Anderson	15/07/2019	Member / ICB Co-Chair	<p>City of London Corporation</p> <p>n/a</p> <p>n/a</p> <p>Member</p> <p>Masonic Lodge 1745</p> <p>Worshipful Company of Information Technologists</p> <p>Neaman Practice</p>	<p>Chair, Community and Children's Services Committee</p> <p>Self-employed Lawyer</p> <p>Renter of a flat from the City of London (Breton House, London)</p> <p>American Bar Association</p> <p>Member</p> <p>Freeman</p> <p>Registered Patient</p> <p>Renter of a flat from the City of London (Breton House, London)</p>	<p>Non-financial professional</p> <p>Financial</p> <p>Financial</p> <p>Non-financial professional</p> <p>Non-financial personal</p> <p>Non-financial personal</p> <p>Non-financial personal</p>
Henry Black	30/07/2021	Member	<p>NE London CCG</p> <p>Barking, Havering & Redbridge University Hospitals NHS Trust</p> <p>Tower Hamlets GP Care</p> <p>NHS Clinical Commissioners Board</p>	<p>Chief Financial Officer / Acting Accountable Officer</p> <p>Wife is Assistant Director of Finance</p> <p>Daughter works as social prescriber</p> <p>Member</p>	<p>Financial</p> <p>Indirect</p> <p>Indirect</p> <p>Non-financial professional</p>
Anntoinette Bramble	12/08/2020	Member	<p>Local Government Association</p> <p>JNC for Teachers in Residential Establishments</p> <p>JNC for Youth & Community Workers</p>	<p>Board - Deputy Chair</p> <p>Company Director</p> <p>Labour Group - Deputy Chair</p> <p>Member</p> <p>Member</p>	<p>Non-financial professional</p> <p>Non-financial professional</p> <p>Non-financial professional</p>

City and Hackney Integrated Care Partnership Board



			Schools Forum	Member	Non-financial professional
			SACRE	Member	Non-financial professional
			Admission Forum	Member	Non-financial professional
			Hackney Schools for the Future (Ltd)	Director	Non-financial professional
			St Johns at Hackney	PCC	Non-financial professional
			Unison	Member	Non-financial personal
			GMB Union	Member	Non-financial personal
			St Johns at Hackney	Church Warden & License Holder	Non-financial personal
			Co-Operative Party	Member	Non-financial personal
			Labour Party	Member	Non-financial personal
			Urswick School	Governor	Non-financial personal
			City Academy	Governor	Non-financial personal
			National Contextual Safeguarding Panel	Member	Non-financial personal
			National Windrush Advisory Panel	Member	Non-financial personal
			Hackney Play Bus (Charity)	Board Member	Non-financial personal
			Christians on the Left	Member	Non-financial personal
			Lower Clapton Group Practice	Registered Patient	Non-financial personal
Andrew Carter	13/05/2021	Member	City of London Corporation	Director – Community & Childrens' Services	Financial
			ADASS	Member	Non-financial professional

City and Hackney Integrated Care Partnership Board



			ADCS	Member	Non-financial professional
Robert Chapman	15/04/2021	Member	London Borough of Hackney	Cabinet Member for Finance	Financial
			Sun Babies	Trustee	Financial
			Shareholders Representative & Member	Shareholders Committee	Financial
			North London Waste Authority Unit	Member	Financial
			Local Authority Pension Fund Forum	Vice Chair	Financial
			Investment Governance & Engagement Committee, Local Government Pensions Scheme Advisory Board	Member	Financial
			Labour Party	Member	Financial
			The Co-operative Society	Member	Financial
			Hackney Co-operative Party	Member	Financial
			SERA c/o the Co-operative Party	Member	Financial
			Socialist Health Association	Member	Financial
			The Labour Housing Group	Member	Financial
			Friends of Hackney Tower & Churchyard	Member	Financial
			GMB	Member	Financial
			UNITE	Member	Financial
			TSSA	Retired Member	Financial
			Triangle Care Services	Trustee & Director	Non-financial professional
			Friends of the Elderly	Trustee & Director	Non-financial professional

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			Hackney Endowed Trust Ltd.	Director	Non-financial professional
			National Trust	Member	Non-financial professional
			Friends of the Royal Academy	Member	Non-financial professional
			Friends of the Tate	Member	Non-financial professional
			Friends of the British Museum	Member	Non-financial professional
			National Gallery	Member	Non-financial professional
			Thamesreach	Trustee	Indirect interest
Sir John Gieve	29/07/2021	Member	Homerton University Hospital NHS FT	Chair	Financial
			Vocalink Ltd. 1 Angel Lane, London EC4R 3AB	Non-executive Director	Financial
			MNI Connect	Member	Non-financial professional
			Pause (Charity), 209-211 City Road London	Partner is Trustee & Strategic Board Member	Indirect interest
Dr Mark Rickets	14/01/2020	Member / ICB Co-Chair	NE London CCG	ICP Clinical Chair	Financial
			Homerton University Hospital NHS Foundation Trust	Non-Executive Director	Financial
			Health Systems Innovation Lab, School Health and Social Care, London South Bank University	Wife is a Visiting Fellow	Indirect

City and Hackney Integrated Care Partnership Board



			GP Confederation HENCEL Nightingale Practice (CCG Member Practice)	Nightingale Practice is a Member I work as a GP appraiser in City and Hackney and Tower Hamlets for HENCEL Salaried GP	Non-financial professional Non-financial professional Financial
Ruby Sayed	19/11/2020	Member	City of London Corporation Gaia Re Ltd Thincats (Poland) Ltd Bar of England and Wales Transition Finance (Lavenham) Ltd Nirvana Capital Ltd Honourable Society of the Inner Temple Independent / Temple & Farringdon Together Worshipful Company of Haberdashers Guild of Entrepreneurs Bury St. Edmund's Woman's Aid Housing the Homeless Central Fund Asian Women's Resource Centre	Member Member Director Member Member Member Governing Bencher Member Member Founder Member Trustee Trustee Trustee & Chairperson / Director	Financial Financial Financial Non-financial professional Financial Financial Non-financial professional Non-financial professional Non-financial professional Non-financial personal Non-financial personal Non-financial personal
Laura Sharpe	23/04/2021	Member	City & Hackney GP Confederation	Chief Executive	Financial

City & Hackney Integrated Care Partnership Board

This is also a meeting of the **Integrated Commissioning Board** which is a Committee in-Common meeting of the:

- The London Borough of Hackney Integrated Commissioning Sub-Committee ('The LBH Committee')
- The City of London Corporation Integrated Commissioning Sub-Committee ('The COLC Committee')
- North East London CCG Governing Body City and Hackney ICP Area Committee (The 'CCG Area Committee')

Minutes of meeting held in public on Thursday 9 December 2021 by Microsoft Teams

Members:

Hackney Integrated Commissioning Board

Hackney Integrated Commissioning Committee

Cllr Chris Kennedy	Cabinet Member for Health, Adult Social Care & Leisure	London Borough of Hackney
Deputy Mayor Anntoinette Bramble	Deputy Mayor & Cabinet Member for Education, Young People & Childrens' Social Care	London Borough of Hackney

City Integrated Commissioning Board

City Integrated Commissioning Committee

Randall Anderson QC	Member, Community & Childrens' Services Sub-Committee	City of London Corporation
Marianne Fredericks	Member, Community & Childrens' Services Sub-Committee	City of London Corporation
Helen Fentimen	Member, Community & Childrens' Services Sub-Committee	City of London Corporation
Ruby Sayed	Member, Community & Childrens' Services Sub-Committee	City of London Corporation

North East London CCG City & Hackney Area Committee

Dr Mark Rickets	City & Hackney Clinical Chair	NE London CCG / City & Hackney Integrated Care Partnership
Sue Evans	Lay Member	NE London CCG / City & Hackney Integrated Care Partnership
Sunil Thakker	Executive Director of Finance	NE London CCG / City & Hackney Integrated Care Partnership

Integrated Care Partnership Board Members

Caroline Millar	Acting Chair	City & Hackney GP Confederation
Laura Sharpe	CEO	City & Hackney GP Confederation
John Gieve	Chair	Homerton University Hospital NHS Foundation Trust
Tracey Fletcher	ICP Chief Officer and Homerton University Hospital NHS Foundation Trust Chief Executive	Homerton University Hospital NHS Foundation Trust
Donna Kinnair	Non Executive Director	East London NHS Foundation Trust
Dr Stephanie Coughlin	Neighbourhoods & Covid-19 Clinical Lead	NE London CCG / City & Hackney Integrated Care Partnership
Dr Jenny Darkwah	Clinical Director	Primary Care Network
Dr Haren Patel	Clinical Director	Primary Care Network
Honor Rhodes	Associate Lay Member	NE London CCG
Catherine Macadam	Associate Lay member	NE London CCG
Ian Williams	Acting Chief Executive	London Borough of Hackney
Helen Woodland	Group Director – Adults, Health & Integration	London Borough of Hackney
Dr Sandra Husbands	Director of Public Health	London Borough of Hackney
Andrew Carter	Director, Community & Childrens' Services Sub-Committee	City of London Corporation
Simon Cribbens	Assistant Director, Commissioning and Partnerships	City of London Corporation
Jon Williams	Executive Director	Healthwatch Hackney
Paul Coles	General Manager	Healthwatch City of London
Tony Wong	Chief Executive	Hackney Council for Voluntary Services

Attendees

Nina Griffith	Workstream Director, Unplanned Care	NE London CCG / City & Hackney Integrated Care Partnership
Amy Wilkinson	Workstream Director, Children's, Young People, Maternity and Families	NE London CCG / City & Hackney Integrated Care Partnership

Jonathan McShane	Integrated Care Convenor	NE London CCG / City & Hackney Integrated Care Partnership
Matthew Knell	Senior Governance Lead	NE London CCG / City & Hackney Integrated Care Partnership
Stella Okonkwo	Integrated Commissioning Programme Manager	NE London CCG / City & Hackney Integrated Care Partnership
Keeley Chaplin	Governance Officer	NE London CCG
Sara Bainbridge	Public Health Registrar	London Borough of Hackney
Susan Masters	Co-Director: Health Transformation, Policy and Neighbourhoods	Hackney Council for Voluntary Services

Apologies:

Cllr Rob Chapman	Cabinet Member for Finance	London Borough of Hackney
Henry Black	Acting Accountable Officer	NE London CCG
Steve Collins	Director of Finance	NE London CCG
Paul Calaminus	Chief Executive	East London NHS Foundation Trust
Ann Sanders	Associate Lay member	NE London CCG

No.	Agenda item and minute
1.	<p>Welcome, Introductions and Apologies for Absence</p> <p>The Chair of the Integrated Care Partnership Board (ICPB), Randall Anderson (RA), opened the meeting, welcoming those present and noting apologies as listed above.</p>
2.	<p>Declarations of Interests</p> <p>The City Integrated Commissioning Board NOTED the Register of Interests.</p> <p>The Hackney Integrated Commissioning Board NOTED the Register of Interests.</p> <p>RA flagged that the new Disclose online declarations of interest system was now online and easy to access, encouraging all members to register with the system.</p>

3.	<p>Minutes of the Previous Meeting & Action Log</p> <p>The City Integrated Care Partnership Board APPROVED the minutes of the previous meeting and NOTED the action log.</p> <p>The Hackney Integrated Care Partnership Board APPROVED the minutes of the previous meeting and NOTED the action log.</p>
4.	<p>Questions from the Public</p> <p>One member of the public were present at the meeting and no questions were raised at the ICPB meeting at this point in the meeting.</p>
5.	<p>Report from the ICP Chief Officer</p> <p>Tracey Fletcher (TF) briefed the ICPB that Zina Etheridge would be taking up the North East London (NEL) Integrated Care System (ICS) Chief Executive role from February 2022, while the central NEL team was starting to look at the shape and roles of the executive team, probably with posts starting to be advertised in early 2022. TF continued to update the ICPB that Stephanie Coughlin (SC) was leading work to form the clinical and practitioner leadership structure locally, with an update likely to become available to the ICPB around February 2022 which should be able to propose a possible local structure.</p> <p>TF highlighted that the NHS remained pressured system wide, even outside of Covid-19 driven activity, with efforts to mitigate winter related activity and tackle waiting lists in place, with around £1.2 million invested in schemes to support local services. TF flagged that staffing remained the priority risk to this work, as funding didn't necessarily mean that a scheme could secure the support it needed in terms of workforce.</p>

6.	<p>Risk Registers</p> <p>RA drew ICPB member's attention to the circulated risk registers, presented with a summary of the changes that had taken place in the prior month.</p> <p>Catherine Macadam (CM) raised that there was a risk present in the circulated papers around adult mental health services waiting times (MH1), which did not appear to set out a substantive case in its update or mitigations for the score having reduced in December 2021 from previous months. CM asked if this scoring change decision could be reviewed and either confirmed with a more robust update and mitigating actions, or the scoring reverted to reflect the current position. RA agreed that the current mitigations as covered did not support the change in risk score.</p> <p>ACTION: Risk score, mitigations and direction of movement of risk MH2 to be confirmed at next substantive update of risk registers by workstream teams.</p> <p>Chris Kennedy (CK) highlighted that the update narrative and mitigations against risk PC10 did not appear to apply to the risk itself directly, noting that the risk update indicated a possible rise to 25, while the score itself had decreased to 12. RA asked for the risk's status to be confirmed in the next substantive risk update to the ICPB.</p> <p>ACTION: Risk score, narrative and movement of risk PC10 to be confirmed at next substantive update of risk registers by workstream teams.</p> <p>RA noted that both of these risk score movements appeared to be going against the general trend of more pressure on services being seen across the health system currently, without making clear what the teams were doing differently to avoid and address those pressures in order to reduce risk scores.</p> <p>Helen Fentimen (HF) asked if there was a potential new risk to be explored around increasing pressure on general practice, including asks to provide further support to the vaccination programme. HF asked if there were both immediate risks in terms of primary care capacity, but also more long term risks in terms of missed health screening appointments normally conducted by GPs. RA noted that risk MH2 touched on this, describing the impact of changing priorities and capacity on GPs conducting physical health checks for patients with serious mental health needs.</p> <p>ACTION: Impact of vaccination booster programme ask of primary care to be explored in terms of total capacity and/or impact on longer term health screenings and detailed in a new risk if appropriate by CCG team.</p> <p>Haren Patel (HP) raised that the circulated risk registers focussed on existing risks and didn't really explore potential risks, for instance that seasonal flu activity may increase and impact on an already pressures system.</p> <p>John Grieve (JG) highlighted that discussion of the risks should be considered in light that they were likely drafted at least a fortnight in the past, and in the fast moving climate being seen currently, some were likely already out of date. JG flagged that Homerton University Hospital NHS Foundation Trust (HUHFT) was already seeing significant higher activity than considered normal for the time of year, and would struggle if another wave of Covid-19 arose over the Christmas</p>
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	<p>period. This was not reflected in the risks before the ICPB, nor the likely impact on increasing waiting lists and backlogs such an event would also cause.</p> <p>RA thanked ICPB members for their feedback, noting that the risk registers as a whole needed to pivot towards looking forward at potential upcoming risks, rather than those risks which had realised currently. Risk registers needed to explore and describe what might happen, rather than what is happening.</p> <p>RA asked that the next substantial risk register be submitted with both red and amber rated risks again, to enable the ICPB to monitor the movement of risks from amber to red and those risks at risk of moving to the red category.</p> <p>TF flagged that a wider review of how the ICPB wanted to receive assurance, monitor and work with risk may be warranted to set and align risks with local and wider NEL corporate objectives and pivot risk reporting to a forward looking footing. Such an approach may help support the ICPB in managing local matters with an eye on potential impacts against objectives in the future. RA agreed that moving towards a strategic approach, rather than the current operational lens that risk is viewed through would be helpful for the ICPB and that perhaps a future development session could look at this.</p>
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7.	<p>Anticipatory Care</p> <p>RA welcomed Nina Griffith (NG) to the ICPB, to support discussion on this item for approval. NG reminded ICPB members that this area of work had been discussed at previous meetings, and that it was designed to support those patients who are at high risk of unwarranted health outcomes to live well and independently for longer, through structured proactive care. Locally, anticipatory care will be delivered as part of the Neighbourhoods Programme with Primary Care Networks (PCNs) and key community-based services, developing our local model of Anticipatory Care in partnership with the CCG team, in line with what is expected to be mandated from NHS England and Improvement (NHSEI) on a national basis. By September 2022, each PCN will have been asked to agree a plan with local partners (including acute, community and care providers), with whom the Anticipatory Care service will be delivered jointly from October 2022. The ICPB was asked to discuss, feedback and approve non-recurrent funding of £350,000 for 2021/22, drawn from underspends in the programme and then £98,000 recurrent funding for financial years 2022/23 and 2023/24 to support ongoing Neighbourhood Multi-Disciplinary Meetings (MDMs). NG noted that work continued to discuss and confirm a local anticipatory care delivery model with partners and that this would return to the ICPB when ready for wider discussion, feedback and approval. These partners included both local PCN based colleagues and also NHSEI, who were working on, and consulting on what the national service specification will look like.</p> <p>Jon Williams (JW) thanked NG for the comprehensive set of papers and asked what efforts were underway to involve local patients in the development of this work and what patient advocacy measures were likely to end up in the service offer. NG responded that the Neighbourhoods Resident Involvement Group had been working with the team since this projects inception to help advise and shape the premise and design of the pilot service and pathway, along with further engagement on the ongoing delivery of the pilot. All patients involved in the case notes review exercise were proactively contacted to check that they wanted to be involved in the pilot and have been worked with on a 1-1 basis through the pilot. An evaluation of the pilot had just been commissioned, which would involve qualitative conversations with those patients, and their clinicians covered by the pilot about their experiences to shape the future direction of this work. NG recognised that there was further work to undertake to develop patient advocacy in to the future service, with learning to date indicating that the team needed to focus on systematically listening to what matters to patients and acting on this information. Further questions around how the team ensures that patient advocacy is effective and being undertaken by the best person or organisations were under discussion. NG added that a joined up approach to this work, and these points in particular was in place, with local adult social care and other partners in the team.</p> <p>HF supported the approach set out by NG and in the circulated papers, noting that it was possible that further work was needed to set out a clear evaluation framework at an early stage of this work to ensure that everyone knows what the service will be measured against and that a clear baseline can be established. This evaluation possibly needed to take two approaches and look at both the patients' experience of the service and also that of the team delivering it. HF continued to highlight that the involvement of local pharmacy, alongside social</p>
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	<p>prescribers would be vital to the success of the project, noting that community pharmacists often had more direct patient contact than many clinicians. NG responded that an evaluation partner had been commissioned and was expected to start working with the team in 2021 and that community pharmacists were engaged at the neighbourhood level to provide, for instance, medications reviews under the anticipatory care project.</p> <p>CM raised that there was little coverage of the role of unpaid carers in the circulated papers and that inclusion or coverage under the programme for a patient should probably be considered with appropriate input from any carers. CM noted that while some patients may be considered stable and outside the scope of the anticipatory care programme with the support of an unpaid carer, this situation should not be viewed as a long term solution and that both the patient and carer should be engaged in a conversation to explore underlying care needs. NG agreed with this point and agreed to feed this back to the team. RA added that the ability of carers to support and enable patients to stay at home in a stable environment held a value to the system at large and should be considered in any evaluation.</p> <p>Honor Rhodes (HR) added that looking at this work with a slightly wider lens than immediate carers, to look at the relationships present around a patient that enables them to stay as healthy as possible, hopefully in their own home may produce dividends. Such an approach could support a whole person's wellbeing both for the patient but also those around them.</p> <p>SC remarked that it would be important to keep an eye on what links and services are being developed elsewhere between partners and the potential impacts these could have on this work. This could be particularly apparent in ensuring that any advocacy efforts link in with the community navigation work underway in another team as an example.</p> <p>Mark Rickets (MR) thanked NG for the presentation, noting that it would be helpful for the team to also keep an eye on similar efforts in development across the country to ensure that any best practice and learning informs local work. NG responded that many other areas are focussed fairly narrowly on meeting the demands of the national NHSEI ask and the movement towards this becoming a PCN contract. NG added that there was value in taking the local approach, with a more holistic lens to explore what local patients want and need and how individuals can be linked in to appropriate local services or connections to support them.</p> <p>DECISION: The ICPB approved non-recurrent funding of £350,000 for 2021/22 to support the anticipatory care pilot and programme work, drawn from underspends in the programme and then £98,000 recurrent funding for financial years 2022/23 and 2023/24 to support ongoing Neighbourhood Multi-Disciplinary Meetings (MDMs).</p>
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8.	<p>Better Care Fund submission</p> <p>NG drew the ICPBs attention to the circulated papers, noting that the two templates, one for the City of London and one for Hackney had been submitted to the national Better Care Fund (BCF) in November 2021. The templates set out the local plans for the current financial year 2021/22 and would need to be formally agreed by the local Health and Wellbeing Boards at their next meetings. NG reminded the ICPB that the BCFs provides a mechanism for joint health, housing and social care planning and commissioning. It brings together ring-fenced budgets from CCG allocations, and funding paid directly to local government, including the Disabled Facilities Grant (DFG), and the improved Better Care Fund (BCF), totalling around £24 million.</p> <p>RA thanked NG for the presentation and noted that no questions had been raised in the meeting.</p>
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9.	<p>Update on the Voluntary and Community Sector assembly</p> <p>Susan Masters (SM) and Tony Wong (TW) briefed the ICPB on progress of the Voluntary and Community Sector (VCS) Enabler project, which aimed to establish new infrastructure to support the local system to maximise the knowledge, expertise and reach that the local VCS organisations have in tackling entrenched health and care inequalities. Central to this approach is the creation of a quarterly assembly where the VCSE and public sector can discuss and agree priorities for partnership activity. The work is overseen by the VCS Leadership Group (formerly the VCS Transformation Leadership Group) which is a forum of key representatives from across the local voluntary and community sector in City & Hackney. The project has supported work with VCS organisations and statutory partners to develop solutions to community identified problems that are co-designed from the bottom-up ensuring that they meet community need, and therefore support statutory partners. TW added that colleagues working on the project would be posing questions to the ICPB to help guide the next steps on the work and outlining steps underway towards ensuring that the project becomes sustainable in the future. TW noted that the team would be returning to the ICPB in February 2022 to seek approval for the next phase of work.</p> <p>SM briefed the ICPB on the circulated papers, highlighting that the enabler team were interested in discussing how the team's work and relationships could help support the ICPB's work in driving change in local services and for local people and produce meaningful insights to steer that work.</p> <p>Laura Sharpe (LS) thanked SM for the briefing, noting that this question on how to engage with and support the ICPB was also present in the workforce enabler team. LS asked if there were views in the ICPB on how to connect the workstreams, enablers and colleagues across the local health and care system with the ICPB and high level strategic priorities. LS asked if some time could be dedicated to this discussion at the next ICPB Development Session. RA supported this assessment, noting that this also tied into the earlier discussion on pivoting to a strategic risk management approach.</p> <p>Sunil Thakker (ST) flagged that there was something of a disparity in approach to this work in that most investment in the past had been on a non-recurrent basis, while serious long term plans were being drawn up to approach this work from a strategic angle. ST added that this discussion needed to be undertaken across system partners in a wider conversation.</p> <p>CK noted that both LS and ST's points probably needed to be addressed before a final response to SM's question could be fully addressed, and that it was apparent that further development efforts were needed across partners in a broader piece of work. CK reminded the ICPB that previous discussion around supporting the local VCS structures to truly engage with and work with local people and organisations, partners probably needed to make a commitment to shared funding and collaborative development of the sector. CK noted that such an approach had been highlighted in a recent report from London Councils as a possible future option.</p> <p>MR noted that the Population Health Hub team had continued work to explore the implementation of a local Prevention Investment Standard (PINS), similar to that outlined by CK and that the ICPB should expect to see this proposal return in the</p>
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	<p>future. ST added that this work was continuing, although not at the scale or with the ambition set out at the start of the project due to funding pressures.</p> <p>TW thanked everyone for their feedback, highlighting that a decision would be needed on future funding in the very near future, with the model at risk in the coming months. TW continued that longer term discussions on how to share funding would be appreciated, but that shorter term commitments were needed to preserve staffing and support levels. ST confirmed that he had met with TW, and that TW had also met with Henry Black, the interim NEL CCG Chief Executive and that there was support in place for this programme of work, with those involved working together to identify clear solutions for the near term. RA added that clarity needed to be sought and provided on what budget was available to support this work and the specifics of what was being asked for.</p>
10.	<p>Draft Health and Wellbeing Board strategy</p> <p>Sara Bainbridge (SB) joined the ICPB to present this item and support discussion. SB briefed the ICPB that the circulated papers provided an update on the development of Hackney's Joint Health and Wellbeing Strategy (HWBS), a statutory requirement of Hackney's Health and Wellbeing Board. The draft strategy for 2022-2026 had been published and was currently open for a 12-week consultation, closing in February 2022 and the aim was for a finalised strategy to be approved by the Hackney Health and Wellbeing Board in March 2022, with an action plan and launch to follow later in 2022.</p> <p>CK thanked SB and the team for the extensive work revising the strategy, noting that the partnership priorities for 2021/22 were all very recognisable to the ICPB and shared within this strategy. CK noted that the strategy was casting its net wider in terms of considering other determinants of health, inclusiveness and support to support other local strategies, like the poverty reduction initiative. CK added that local health and wellbeing objectives and strategies would need to be kept in mind and guide discussion at the January 2022 development session while keeping in mind that a NEL CCG or ICS strategy should be expected at some point that local representatives will need to make sure remains consistent with local approaches.</p> <p>CM flagged that SBs team should consider engaging with local unpaid carers to seek feedback on the strategy, whose views could prove valuable to this work.</p> <p>HF noted that the approach to consultation appeared robust and highlighted that it was welcoming to see financial security as one of priorities. TW added that it was also good to see social isolation covered as a priority to be tackled in the draft strategy.</p>

11.	<p>Monthly Financial Report</p> <p>ST and Ian Williams (IW) drew ICPB member's attention to the circulated paper and ST stated that the headline position for NEL CCG was that the team were forecasting a breakeven position for the end of 2021/22, although there was risk associated with this. Work continued across NEL CCG, with local NHS organisations and system partners to mitigate the risk exposure that currently was in the region of £80 to £100 million. ST continued that the City and Hackney element of NEL CCG also forecast a breakeven position, with the cost pressures present consistent with those being encountered across the wider NEL footprint. ST noted that planning guidance for 2022/23 was thought to be imminent and to be received before the holiday season and should be available for early discussion in January 2022. Current thinking was that allocations for next financial year will probably be flat cash with little allowance for growth and that the funding arrangements put in place to help manage the Covid-19 pandemic were likely to start to be unwound over a three year timeframe.</p> <p>RA asked whether this 3 year 'convergence' timeframe would factor in any changes to funding across health and social care outside of winding back practices put in place to address the pandemic. ST responded that the time was thought to be used to scale back the kind of investment seen in 2020/21 and 2021/22 to address the pandemic and return to the levels of funding originally proposed in allocations. Further detail would become available in the coming months, but it was thought to almost certainly involve reductions in funding.</p> <p>IW briefed the ICPB that London Borough of Hackney, as of the end of month 7, were forecasting an overspend of £3.9 million, mostly driven by increases in the costs of care packages. Significant planning was underway to look forward to 2022/23, but that similar to the NHS, local authorities were waiting to see confirmed details of their financial settlements. IW added that this year end position was in a better place than that seen at the end of 2020/21, it was a challenging position for the council to be in.</p> <p>CK asked if any information was yet available on future ICS operating costs, particularly whether there were indications that the local system may need to make resource savings in the move. ST responded that the CCGs running cost allocation was required to at least break even on an annual basis and was based on a population based funding formula. The local team had been told that the same formula would remain in place for at least the first year of the ICS, although growth was likely to be flat.</p>
12.	<p>Any Other Business and Reflections</p> <p>RA noted that this meeting had been his last as Chair in the current rotation and that CK would take over the duties in January 2022 for six months. No further business was discussed.</p>
	<p>Next meeting: Thursday 13 January 2022</p>

City and Hackney Local Outbreak Board / Integrated Care Partnership Board Action Tracker

Ref No	Action	Assigned to	Assigned date	Due date	Status	Update
ICPBJul-2	Update on investment underpinning inequalities tools and resources to be brought back to ICPB.	Anna Garner	Jul 21	Jan 22	Closed	Work in this area is being fed in to normal planning processes and the ICPB will be updated as needs arise in future meetings.
ICPBNov-2	NG to ensure that Cordis Bright's work on Neighbourhoods evaluation and stock take is presented to the ICPB when available for discussion.	Nina Griffith	Nov 21	Jan 22	Closed	Appears on January 2022 agenda
ICPBDec-1	Risk score, mitigations and direction of movement of risk MH2 to be confirmed at next substantive update of risk registers by workstream teams.	Matthew Knell	Dec 21	Feb 22	In progress	ICPB feedback has been passed to Mental Health enabler team, but response delayed due to pandemic related activity and Christmas break. Next substantial update of risk registers is scheduled for February 2022 ICPB meeting.
ICPBDec-2	Risk score, narrative and movement of risk PC10 to be confirmed at next substantive update of risk registers by workstream teams.	Matthew Knell	Dec 21	Feb 22	In progress	ICPB feedback has been passed to Planned Care workstream team, but response delayed due to pandemic related activity and Christmas break. Next substantial update of risk registers is scheduled for February 2022 ICPB meeting.
ICPBDec-3	Impact of vaccination booster programme ask of primary care to be explored in terms of total capacity and/or impact on longer term health screenings and detailed in a new risk if appropriate by CCG team.	Matthew Knell	Dec 21	Feb 22	In progress	ICPB feedback has been passed to Primary Care enabler team, but response delayed due to pandemic related activity and Christmas break. Next substantial update of risk registers is scheduled for February 2022 ICPB meeting.