

Appendix 2: Overview of the Neighbourhoods Programme June 2024

The aim of Neighbourhoods is to support multi-agency working by bringing teams and individuals together to provide more integrated and coordinated care for local people across the City of London and Hackney Cityandhackneyneighbourhoods.org.uk. This means that staff are becoming more aware of health inequalities and closer to implementing solutions together, working less in silos and more across organisational boundaries.

The most significant impact on services has been restructuring of key teams on the Neighbourhood/PCN footprint: Community Health Services (Community Nursing and Adult Community Rehabilitation Team case holding by neighbourhood and attending MDMs and other structures described below Homerton Health), Community Pharmacy (link representatives), London Borough of Hackney (Social care-Long term Care and Occupational Therapy), Community Mental Health Teams (East London Foundation Trust), City of London Adult Social Care, the Community Navigation sector has been supported with OD and planning work to align with the Neighbourhoods approach ([Community Navigation Strategy](#)). In addition, new pilots of services and pathways have been part funded by the Programme such as Women's Health Hubs, Long term conditions (CVD) pilot bringing secondary care and primary care together on the local footprint and Proactive Care.

The Neighbourhoods Programme Team has a dedicated Children, Young People, Maternity and Families Programme Manager. The role works across City and Hackney to align recent transformations with the Neighbourhoods model. Key transformations aligning to the Neighbourhoods model are: the establishment of Family Hubs, Enhanced Health Visiting Service, School Nursing Service, First Steps Community CAMHS, Super Youth Hub and many other CYPMF health services are currently aligning towards a neighbourhood footprint. As these developments continue, the Neighbourhoods Programme will guide and advise service development to ensure that the needs of children and families in the City of London are served.

As well as the above service restructures there are key enabling structures to support integrated working across City and Hackney. MDMs Neighbourhood multi-disciplinary meetings evolved from the pandemic to support people living with complexity, they continue to develop and thrive. Alongside the new proactive care pathway, the MDMs have been prototypes for working with a Neighbourhood case reviewing or sharing, personalization and a population health management approach. The MDM creates a regular (usually PCN Clinical Director) chaired meeting of locally focused professionals who can problem solve together on complex cases where the case holding service requires more formal multidisciplinary input. Established in 2020, this was the first structure for the development of the fledgling core Neighbourhood INT.

Neighbourhood Forums (resident led and delivered by VCS partners) and Leadership Groups that together form the basis of Neighbourhood partnerships that are deciding local

priorities together and will be supported to produce Neighbourhood plans. The voluntary sector enables anchor and smaller organisations and residents in each neighbourhood to lead change through a devolved model for Neighbourhood Forums (4 Neighbourhood Facilitators are seconded from neighbourhood-based organisations and work to coordinate work with statutory services to decide local priorities and drive improvement).

Leadership Groups: Each Neighbourhood has a Leadership group that brings together a small group of neighbourhood-based staff to initially work on a health inequalities project (to establish ways of working and priorities across organizational boundaries) This will go on to establish a Neighbourhood plan. The Shoreditch Park and City Leadership Group has established well in its first year and is able to consider the needs of the City residents.

This work is supported by the Organisational Development programme ([OD update](#)), responding to workforce needs (see the results of the first Neighbourhood Staff [workforce survey](#)) and building on existing locally created resources. These include a wide range of resources from Neighbourhood staff meetings (fostering cross organizational networking and identity forming in neighbourhoods) to an anti-racist training and tool kit.

In March 2023 the City and Hackney Health and Care Board agreed to a 'refresh' to map and reflect where we are with Neighbourhood working in C&H ([link to paper here](#)) in order to ensure all partners are on board with the next steps. We contextualised this by researching how progress was going in other parts of the country ([link to paper here](#)). In addition, it was agreed there would be engagement staff and residents in City and Hackney, about what they would like to see around health and care provision.

Over the next 6 months an operational working group of service leaders from Primary care, Mental health, Community services, Community pharmacy, CVS, London Borough of Hackney and the City of London Corporation will be working through the options for an INT and making recommendations on piloting. The focus includes supporting residents with complex high needs to working in a more proactive and preventative way. This work will establish the targeted cohort for case sharing, the processes for sharing cases (common assessment processes and team leadership arrangements). This will run alongside the development of a Neighbourhood Estates Plan.