



Date: 6th May 2021

Time: 9 - 10.30am

Location: MS Teams

1. Welcome and Introductions

- 1.1. AS welcomed the group, attendees introduced themselves (*list of attendees is included in the Appendix*).

2. Minutes and Matters arising

Hosting of the programme and transformation budget

- 2.1. HO informed the group that expressions of interests were submitted from the council and GP federations as well as GSTT to host the Partnership Southwark programme (including transformation budget and programme team). Having received these, AS and HO have reflected on the need to connect hosting activity into the Partnership Southwark reset and development programme. The Leadership Forum agreed:
 - South East London CCG would continue to host the transformation budget until the end of March 2022.
 - The programme team would continue to be hosted through the current mixed model arrangement, and HO will contact those organisations that did express an interest to host upcoming programme team vacancies.
 - Our reset and leadership development work will ensure prospective host organisations have clarity on what hosting entails in the context of the white paper for health and social care.
- 2.2. HO and AS expressed their apologies to those organisations who expressed interest in hosting the programme for the slight change in plan around this.

Finalising the Partnership Southwark risk register

- 2.3. HO noted that responses were received from one partner (Community Southwark); however, as we are collectively responsible for managing risks it is important that all partners input into and sign-off risks and mitigations. AS endorsed this position and asked partners to prioritise their inputs into the risk register.

Action Update: PS programme team to re-share the risk register with minutes. AS and HO to have targeted conversations with key colleagues to input into and finalise the risk register before the next meeting.

3. Workstream Updates – by exception

- 3.1. Partnership Southwark programme managers (Louise Pisani and Wendy McDermott) had pulled together a highlight report for the leadership forum to have oversight of workstream progress and any issues/risks. The leadership forum was asked to note the contents of the highlight report. AS opened the floor to workstream Senior Responsible Officers (SROs) to escalate any issues or for partners who had any comments and observations.



- 3.2. SROs from Start well and Live well had nothing to flag over and above what was in the report. PO noted Age Well are finalising priorities for the year, and RD highlighted there had been movement on the mental and physical disabilities sub-workstreams for Care Well.

4. Covid vaccination plan – progress update

- 4.1. Julian Walker, Louise Neilan and Paul Ravenscroft presented a progress update on the borough Covid vaccination plan with a focus on communications and engagement activity. Key points were:

- A multi-agency team from across our partner organisations have worked in a timely and collaborative way, which has been a positive experience. We cannot overstate the fact that we are responding to data and challenges in real time to understand and meet the needs of a complex and mixed group of people who do not fit into one cohort.
- The approach is focusing on helping residents to develop a level of understanding around what a vaccination is and working to increase confidence in the vaccine across the borough. Within different communities within Southwark there are different levels of confidence in the vaccine, trust in our organisations and in central government. We are working hard to try and make sure that no communities are left behind through the programme, particularly those who have been disproportionately affected by COVID itself.
- The plan is driven by intelligence and data, from our communities, south east London, and London wide. We are also gathering information from engagement opportunities including a series of webinars and focus groups to look more closely at attitudes towards the vaccine, particularly those who have lower confidence in the vaccination programme.
 - Communications and engagement lead across the borough are meeting regularly reviewing public health intelligence, vaccine uptake rates and the overall situation to structure and direct activities. We have found lower confidence in the vaccine is related to deep seated concerns within the community and are working to engage with these communities and provide information to help them make informed choices around the vaccination.
- Pop up vaccination clinics are underway to take the vaccine into our communities, rather than asking them to come to us, with a focus on areas where we know there has been lower uptake within the borough. Awareness raising has been through local community groups, community health ambassadors, health and care professionals and social media. Translated information is available at pop up sites to ensure that for residents who do not have English as a first language can have a meaningful discussion and feel comfortable taking the vaccine as well as supporting our clinic staff.

- 4.2. The leadership forum thanked Julian, Louise and Paul for the update, noted the considerable work that had been undertaken to date, and recognised the need for all partners to get involved as we seek to further progress activities and reach into our more vulnerable communities. Additional thoughts included:

- How we address the perspective of those who have had Covid and don't believe they need the vaccine, particularly within staff groups
- How we can better communicate this work and outreach activities to our colleagues



- Being mindful of the challenges ahead, particularly for younger cohorts (e.g. perceived reduced need, mobility of population)
- resources to community groups earlier, allowing them to translate that material and get information out to members of those communities who are not registered with a GP.
- Capturing how we have engaged with our communities and continuing to build on this engagement so we have meaningful relationships and dialogue that spans beyond covid vaccinations.

Action: Paul to work with Louise and Julian to consider how to keep Partnership Southwark members involved and informed of covid vaccination borough plan delivery.

5. A reset moment for our leadership and partnership community

- 5.1. AS took the paper as read, noting the briefing note had been shaped via the Partnership Delivery Group and discussions with partners to date. We have got a year to start thinking about our shape, our culture, our impact, and our readiness to act as a partnership for the communities of Southwark. Streamlining what we have been trying to do over many years and thinking about the structure of what partnership working looks like. Before the pandemic there was a lot of intensive work around outcome setting, what we wanted to focus on and understanding how we close the gaps for our community. It is now time to think about some of the structure of commissioning from the health and wellbeing board policy level, down to the activity and the meeting spaces for leaders to make important agreements.
- 5.2. No concerns about the approach set out in the paper were raised. Key points from the discussion included:
- Endorsement of the need for clear outcome/success metrics and the need to have real impact on the ground
 - Recognition that many of the reflections from previous OD work remain true, and we need to translate these into action
 - The need to ensure we widen out those who are involved in the delivery/transformation (e.g. through workstream delivery/test and learns) – creating the right permissions for our staff and wider stakeholders to get on and do without unnecessary bureaucracy
 - Acknowledgement that there are interdependencies as we move towards joint commissioning and integrated care systems which will connect into this work, and aligned conversations taking place (e.g. at borough based board, commissioning strategy and integration committee and health and wellbeing board).

Action: HO and AS to take forward reset and leadership development programme as proposed in the briefing paper. Partners to think about at which level they will need to be engaged in this development work and how they create the right permissions for others to be involved in delivery on the ground.

6. AOB

Lunch and Learn sessions



LP - A presentation and survey link was attached to papers and we are keen to get views from partners and staff working in partner organisations on topics that might be of interest. We will use this to shape the programme of events, which will be opened up to PSLF and more widely to staff working across partner organisations in Southwark and south east London.

Leadership circles

NK - leadership circles are facilitating online safe spaces for colleagues in health and social care to get together across the ICS. There are 10 different structured themes, which will run as a series. It is an hour where you hear about some aspects of work or management that may be challenging, as well as a safe space to share your experiences and reflect with other colleagues. You are not required to attend all the sessions within the series. This is an ICS wide piece of work and it's a pilot to train the trainer so that we disseminate it further. Information was included with papers on how to register.

APPENDIX - Attendees

Core members of the Partnership Southwark Leadership Forum

Name	Organisation
Anu Singh (AS)	Strategic Chair, Partnership Southwark
Emily Gibbs (EG)	GP Clinical Lead, Southwark Borough Team SEL CCG
Rebecca Dallmeyer (RD)	Executive Director, QHS, Clinical Director, North Southwark PCN/ joint SRO for Care Well workstream
Sam Hepplewhite (SH)	Place Based Director, Southwark Borough Team, SEL CCG
Paran Govender (PG)	Director of Operations & Partnerships, GSTT
Sarah Austin (SA)	Director Integrated Care, Guy's and St Thomas's NHS Foundation Trust
Nigel Smith (NS)	General Manager, IHL
Jonathan Mortimer (JM)	Director, IHL
Genette Laws (GL)	Director of Commissioning Children and Adults Services, Southwark Council/ joint SRO for Start Well workstream
Pauline O'Hare (PO'H)	Director of Adult Social Care, Southwark Council/ joint SRO for Age Well workstream
Emily Finch (EF)	Clinical Director - Southwark, Central Acute and Addictions Directorate SLaM/ joint SRO for Live Well workstream
Olufemi Osonuga (OO)	GP, Nexus Health Group
Kate Gregory (KG)	Chief of Therapies, Rehabilitation and Allied Clinical Services, KCH/ lead for Age Well workstream
Peace Ajiboye (PA)	Interim Service Director Southwark, SLaM
Sangeeta Leahy (SL)	Director of Public Health, Southwark Council
Hayley Ormandy (HO)	Programme Director - Partnership Southwark



In attendance:

Wendy McDermott (WMc)	Programme Manager, Partnership Southwark
Rhiannon Handslip (RH)	Assistant Project Officer – Partnership Southwark
Zhané Fernand (ZF)	Interim Business Support Officer – Partnership Southwark
Paul Ravenscroft (PR)	Communications and Engagements Consultant – Partnership Southwark
Louise Pisani (LP)	Programme Manager, Partnership Southwark
Nancy Kuchemann (NK)	SEL CCG Governing Body Clinical Lead for Southwark
Beth Penwarden (BP)	Strategy and Change Manager – Response and Renewal., Southwark Council
Julian Walker (JW - for item 4)	Head of Communications and Engagement, SEL CCG Southwark borough team
Louise Neilan (LN - for item 4)	Head of External Affairs, Southwark Council
Harprit Lally (HL)	Programme Manager, IHL (North Southwark PCN)
Sabera Ebrahim (SE)	Associate Director of Finance, Southwark Borough Team, SEL CCG

Apologies:

Chris Mikata-Pralat	Chief Executive, Community Southwark
Brenda Donnelly	South Southwark PCN Clinical Director/ joint SRO for Age Well
Miranda Jenkins	Director of Strategy, Evelina London, GSTT
Judith Donnelly	General Manager, Evelina London, GSTT