

HEALTHIER COMMUNITIES SELECT COMMITTEE			
Title	Devolution Pilot Update		
Contributors	Executive Director for Community Services and Chief Officer, Lewisham Clinical Commissioning Group		
Class	Part 1	Date	24 November 2016

1. Purpose

- 1.1 This report provides members with a progress update regarding Lewisham's Devolution Pilot.

2. Recommendations

- 2.1 Members are asked to:

- Note proposals regarding the Devolution pilot as set out in the attached Outline Business Case (Appendix A).
- Review and provide any comments on the current proposals.

3. Strategic Context

- 3.1 The Care Act places a legal duty on local authorities and organisations in the NHS to work collaboratively to improve health outcomes. Since 2010, Lewisham Council and the Clinical Commissioning Group have been working with provider partners to develop integrated services for the population of Lewisham to improve health and care outcomes and reduce inequalities.
- 3.2 Lewisham Health and Care Partners (LHCP) continue to work towards the vision of achieving a viable and sustainable 'One Lewisham Health and Care System' by 2020/21 which will:
- Enable our local population to maintain and improve their physical and mental wellbeing
 - Keep people living independent and fulfilled lives
 - Reduce inequalities and provide services which meet the needs of our diverse community
 - Provide access to person-centred, evidence-informed, high quality, pro-active and cost-effective care, when it is needed.
- 3.3 As outlined in the previous progress update (September 2016), Lewisham Council and Lewisham CCG entered a cross-London agreement with other health organisations and other local councils in December 2015 to transform services and improve health and wellbeing outcomes through new ways of working together and with the public. The signatories agreed that a small but essential part of this transformation is the devolution of functions, powers and resources

from government and national bodies where that can assist, enable or accelerate improvements. Lewisham is one of five devolution pilots being developed in London that aim to test the impact of devolving resources, decision-making and powers on accelerating transformation locally. Through the devolution agreements, London Partners aim to minimise unnecessary bureaucracy, and provide new opportunities for CCGs and boroughs to support Londoners to be as healthy as possible and to ensure that the health and care system is on a sustainable footing.

- 3.5 Since submitting the expression of interest to be a devolution pilot, Lewisham has successfully secured support to develop a strategic approach to estates through the 'One Public Estate' (OPE) initiative. OPE is delivered in partnership by the Cabinet Office Government Property Unit and the Local Government Association. It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

4. The Devolution Outline Business Case

- 4.1 Lewisham Health and Care Partners (LHCP) are working together to achieve their vision of a sustainable and accessible health and care system. The transformation of Community Based Care is a critical part of that vision. To date, LHCP have taken a number of steps to improve the delivery and integration of existing Community Based Care: raising quality and improving effectiveness across services. However more needs to be done and over the next few years, LHCP will continue to focus on the infrastructure, staff and delivery structures that are needed to further develop and integrate community based care.
- 4.2 As a devolution pilot, Lewisham is testing out the freedoms and flexibilities specifically needed within estates and workforce which could accelerate the development and transformation of community based care. The detail relating to the devolution asks can be found in the attached Outline Business Case.
- 4.3 The estates work seeks to support this transformation through the better use of buildings, including the establishment of neighbourhood care hubs, to support multi-disciplinary teams and ways of working, and provide better access to services. As a devolution pilot, Lewisham is working with NHS Property Services, Community Health Partnerships, London partners and sub-regional strategic estates boards to identify what would help facilitate the release health and care estates across the borough and enable reinvestment locally to provide fit for purpose premises and make services more accessible.
- 4.4 Within the wider partnership work around the health and care workforce, Lewisham's devolution asks relate to developing a new approach and model for those health and care professionals who visit and support people in their own homes. The development of the new

approach is informed by the Buurtzorg model developed in the Netherlands. A key feature of the Buurtzorg model is that there is no distinction between nursing and domiciliary care roles, in contrast to our system where care tasks are carefully timed and delineated across professions and roles.

- 4.5 Working with Health Education England, Skills for Care and professional bodies amongst others, Lewisham is exploring the development of similar joint health and care roles and responsibilities which support integrated and holistic delivery.

5. Next Steps

- 5.1 The OBCs are now being reviewed by national bodies and partners. The Devolution Programme Team is facilitating the review, negotiations and agreement process which are scheduled to be completed by December 2016. It is anticipated that shadow arrangements will be operational by April 2017 with devolved arrangements in place by April 2018.

6. Financial Implications

- 6.1 The Strategic Outline Case (SOC) requested £250,000 of transformation funding to support the development and implementation of the workforce priorities.
- 6.2 Lewisham Council has been awarded £250,000 to develop the One Public Estate programme.

7. Legal Implications

- 7.1 There are no specific legal implications from the work to develop the devolution pilot at this time. The legal implications will be considered as part of the development of the business case and the OPE submission.

8. Crime and Disorder Implications

- 8.1 There are no specific crime and disorder implications arising from this report or its recommendations.

9. Equalities Implications

- 9.1 There are no specific equalities implications arising from this report.

10. Environmental Implications

- 10.1 There are no specific environmental implications arising from this report or its recommendations.

11. Conclusion

11.1 This paper has provided an update on the activity undertaken to date in relation to the devolution pilot business case.

If there are any queries on this report please contact Carmel Langstaff,
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