



Children and Young People's Providers Forum

(CYPPE)

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Children and Young People's Forum

Representative Application Pack

- Guidance Notes
- Application Form

Closing date for receipt of signed CYP application form

Monday 23 April 2018
11.00am

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<p style="text-align: center;">Guidance Notes for role of Children and Young People's Providers Forum Representative</p>

Health and Social Care Transformation

Health and Social Care Transformation is a local partnership to improve health and wellbeing outcomes for Hackney and City of London residents through closer joint working and integration between local health and care organisations. The programme is about:

- Transforming and joining up health and social care services around people to better meet their needs and ensure they have the healthiest lives possible.
- Supporting people to take a more active role in their own health and in shaping future services.
- Making the most of the joint knowledge, expertise and resources available in Hackney and City by working together.
- Tailoring services to the unique needs of the respective diverse communities in Hackney and City.

The partners are the organisations that plan, buy, deliver and scrutinise health and care in Hackney and City:

- [City and Hackney Clinical Commissioning Group \(CCG\)](#)
- [City and Hackney GP Confederation](#)
- Voluntary and community sector (VCS) via the [City and Hackney Health and Social Care Forum \(HSCF\)](#)
- [City and Hackney Pharmaceutical Committee](#)
- [City and Hackney Urgent Health Care Social Enterprise \(CHUHSE\)](#)
- [City of London Corporation \(COLC\)](#)
- [East London NHS Foundation Trust \(ELFT\)](#)
- [Hackney Council \(LBH\)](#)
- [Healthwatch City of London](#)
- [Healthwatch Hackney](#)
- [Homerton University Hospital \(HUH\)](#)

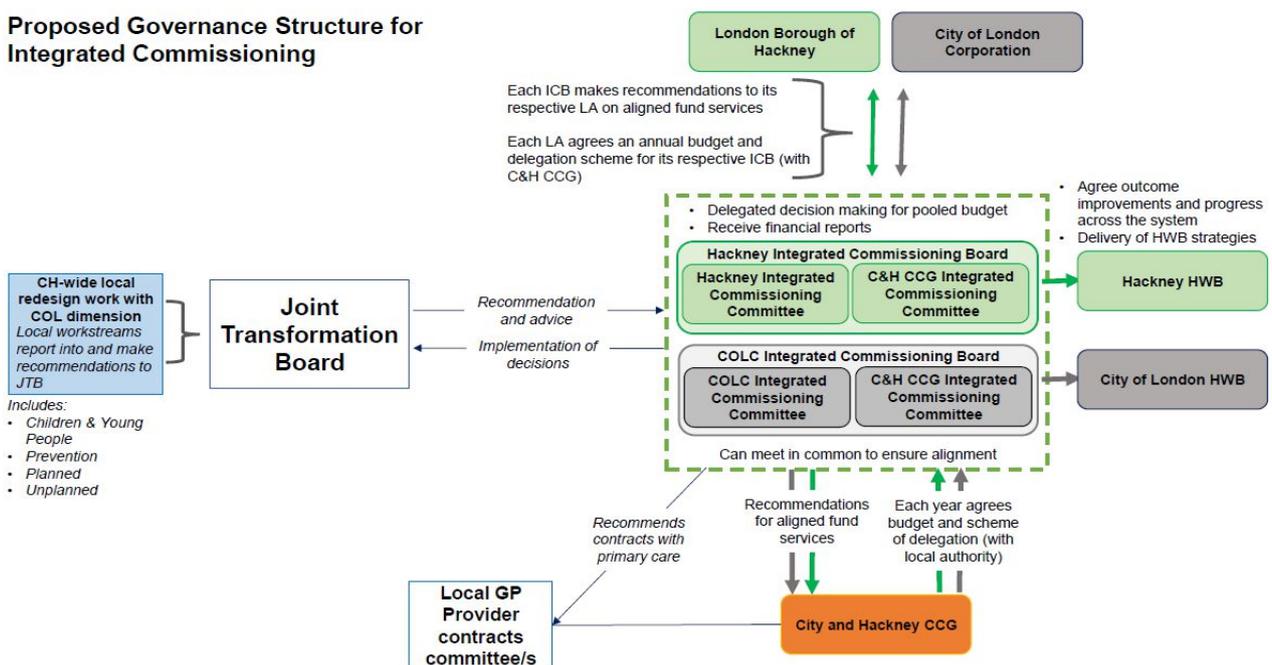
Senior leaders from these organisations sit on a Transformation Board that oversees the joint work. We have a good record of working together and have been working to integrate health and social care for a number of years. The Hackney partners, with the City of London Corporation as an observer, also submitted a request to central government in 2016 for [devolution of health and social care](#) that they are waiting to hear back on.

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The structure below has been developed to enable the commissioners (CCG, Hackney Council, and COLC) to pool and align budgets and to jointly plan local health and social care services with providers and service users. Integrating delivery of health and social care will build on the One Hackney & City pilot. This structure is

Proposed Governance Structure for Integrated Commissioning



one of the local delivery components for the [North East London Sustainability and Transformation Plan](#) (NEL STP).

Integrated commissioning

An Integrated Commissioning Board (ICB) for Hackney is being set up to oversee a pooled budget (CCG, Adult social care and Public Health) from April 2017 and decide how best to commission services for each local area.

The indicative budgets for the Hackney ICB based on 2016/17 budgets are:

Budget holder	Pooled budget	Aligned budget
CCG	£325m	£52m
Local Authority (LA)	£111m	£6m
Total:	£437m	£47m

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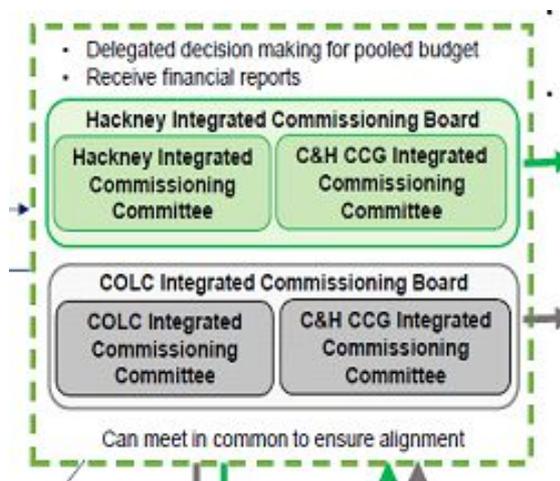
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An ICB is also being set up for the City. Each ICB is made-up of locally-elected councillors, local NHS leaders and a public representative. Each board will be made up of two committees meeting who will operate in common - one from the local authority, and one from CCG - that will have authority to make decisions on behalf of their statutory organisation. Statutory responsibilities and accountabilities remain with the statutory organisations.

Terms of reference for the ICBs and Transformation Board are [available here](#) but may be subject to change.

The Integrated Commissioning Boards (excerpt from the structure diagram above)



Membership of the Hackney Integrated Commissioning Board

Membership of the Local Authority Committee

3 Local Authority Councillors

Membership of CCG Committee

- Chair of the CCG
- CCG Governing Body Lay Member
- CCG Chief Officer

Additional attendees

- CCG Governing Body GP representative
- CCG Chief Financial Officer (CFO)

Children and Young People's Providers Forum

(CYPPF)

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- LBH Group Director Adults & Children's Services
- LBH Group Director Finance & Corporate Services

Standing invitation

- Director of Public Health
- Healthwatch
- VCS Representative – selected via HSCF
- Person nominated by CCG & LA CFOs

Standing invitation representatives on the Integrated Commissioning Board will not have voting rights but will be able to contribute to discussions (no terms of reference yet).

Transformation Board

The Transformation Board will:

- Consider proposals put forward by different workstreams.
- Ensure that the plans pull together into one system.
- Advise and make recommendations for commissioning to the two Integrated Commissioning Boards.
- Implement the decisions made by the Integrated Commissioning Boards.

The membership of the Transformation Board covers City and Hackney:

- CEO/Medical Director of main local providers
 - Homerton, ELFT, CHUHSE, GP Confederation
 - Chair and Chief Officer of CCG
 - Director of Public Health
 - Director of Adult Services – LBH
 - Head of Early Years – LBH
 - Group Director of Neighbourhoods and Housing – LBH
 - Assistant Director of Commissioning – COLC
 - Assistant Director of People – COLC
 - Healthwatch
 - Voluntary & Community Sector Representative – selected via Health & Social Care Forum
 - CCG Lay member for PPI
 - LBH CEO – Chair
- (Terms of reference available but may be subject to change)

Workstreams

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This structure is supported by a number of workstreams which have or are in the process of developing a terms of reference.

Care workstreams

Four care workstreams will consider delivery of a range of integrated services in the following areas:

- Planned Care,
- Unplanned Care,
- Prevention,
- Children, Young People and Maternity Services.

Each will ensure they consider the City of London as a dimension when discussing and making recommendations on provision. In addition, mental health will be part of every care workstream to ensure it's embedded. Each workstream will represent the system as a whole and be collectively responsible for:

- Management of pooled budgets.
- Management of performance.
- Development of Joint Health & Wellbeing Strategies.
- Improving outcomes.
- Ensuring delivery of local ambitions, plans and STP ambitions.
- Redesigning services and delivery where necessary to have a greater impact.

Enabler workstreams

A number of enabler workstreams are in place to ensure the infrastructure and systems are in place and relevant for the delivery of integrated health and social care services. Some are pre-existing groups and some were set-up during the development of the request for devolution of health and social care in Hackney.

Estates: The VCS representative is Paul Monks (Artistic Director, Core Arts). The group developed the business case for Hackney to have ownership of its estates. We are waiting for a response on this from central government.

IT: The VCS representative is Alistair Wallace (Director, MRS Independent Living). This group is working to ensure IT systems in the partner organisations can

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(CYPPF)

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communicate and information can be shared under the data protection act. It includes a funded VCS programme working with organisations to ensure they have the right database in place initially.

Communications and engagement: This group is working to ensure patients, residents, staff, and the VCS are informed, engaged and involved in transforming services in partnership with clinicians and practitioners. It is also making sure communications are clear and consistent. The group's terms of reference are currently being reviewed. The current VCS representative is Jackie Brett, Director of Communities & Partnerships, Hackney CVS.

Workforce: This group predates devolution and the transformation structure and has no VCS or patient/public involvement. It is looking at developing integrated and specialist roles to meet the changing needs of the population.

Organisational development: This group will support staff at the partners with new ways of working.

We have two roles available on the Children, Young People and Maternity Services Workstream:

A Young Person/Children's Services Representative

A Maternity Services Representative

Children, Young People and Maternity Services Workstream

The Children, Young People and Maternity Work stream (CYPMS) is a Board of partner organisations, working collaboratively to ensure design and delivery of a high quality health system for children, young people, and their parents and carers across City and Hackney.

The Work stream has responsibility for delivering a system with children and young people at the heart, and that works to prioritise improved health outcomes across the life course. It will oversee the improvement of existing systems of care as appropriate, and their transformation where required to deliver improved quality and financial sustainability.

The Work stream is a working group of the City and Hackney Transformation Board. The Board will take an overarching system leadership role for delivering on its priorities, supported by a board sub-structure and governance system that will be responsible for delivering on its strategy.

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Overall statement of aims and purpose

The Workstream will:

Set strategic direction and have oversight of delivery of the Children, Young People and Maternity health system across City and Hackney, ensuring it is fit for purpose and works to improve health outcomes for our residents across the life course;

Identify a number of key areas for transformation, and oversee delivery of these locally

Take on responsibility and ownership of the total commissioning budgets allied to all parts of children, young people and maternity services;

Deliver quality services and care to the residents of City and Hackney, working within the budget and strategic parameters defined by the Integrated Commissioning Boards and Transformation Board;

Work in partnership with other Integrated Commissioning care work streams, including prevention, planned care, and unplanned care. The Work stream will work with programmes which 'cross-cut' the Programme such as mental health, Primary Care Quality and Prevention.

Engage with a range of stakeholders, including residents, patients, service users, clinicians, practitioners; ensuring that these stakeholder groups are represented, and are regularly consulted;

The Work stream will engage with the East London Health and Care Partnership STP programme and will endeavour to find and deliver QIPP savings where required;

By exception, The Board will discuss performance of services and providers but will not routinely discuss operational matters or performance in the first instance;

The Board will be prepared to make difficult decisions on behalf of our patient and resident population to deliver stated objectives.

All business of the Board will be conducted collaboratively through work with partner organisations, stakeholder groups and work streams;

Workstream accountability requirements, reporting, decision making, frequency and sub-structure

The CYPMS Workstream will be accountable to Hackney and The City Transformation Board. It will provide recommendations to the Transformation Board for commissioning and procurement decisions, system re-design system savings, local response & implementation of national policy

Children and Young People's Providers Forum

(CYPPF)

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The Workstream will provide strategic direction to:

- Those delivering across the wider Children, Young People and Maternity system in City and Hackney
- Project Task and Finish Groups
- Enabler groups allied to transformational work in City and Hackney including the IT Enabler, Comms and Engagement Enabler, Workforce (CEPN) Enabler and Estates Enabler working groups.

The CYPMS Workstream formally makes recommendations to the City and Hackney Transformation Board.

The Board will meet on a monthly basis.

The partner organisations represented on the Board are committed to conducting business and delivering services in a fair, transparent, accountable and impartial manner.

Membership and representation

Represented members of the Board have the authority to commit to decisions on behalf of their organisation. Professional and organisational representation on the board should encompass a broad spectrum of partners and providers to ensure accountability and challenge. It is expected that board membership and representation will not remain static during the Board's lifespan.

Chair

Angela Scattergood (Head of Early Years): Senior Responsible Officer

Organisational representation

Amy Wilkinson (CYPMS Workstream Director)

City of London representative (to be confirmed)

Rhiannon England (Clinical Lead, CCG)

Laura Smith (Clinical Lead, LBH, TBC)

Sarah Wright (Director, CYPS LBH)

Pauline Adams (Young Hackney, TBC)

Nadia Sica (Public Health Manager, CYP)

Pauline Frost (Children and Maternity Programme Boards Director, CCG)

Children and Young People's Providers Forum

(CYPPF)

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CYPO's in Hackney

Sarah Darcy (Children's Programme Board Manager, CCG)

Jairzina Weir (Maternity Programme Board Manager, CCG)

Olivia Katis (CYPMS IC Workstream Officer, CCG)

Mary Lee (Designated Nurse Safeguarding Children & Young People, CCG)

Greg Condon (CCG Mental Health Programme Manager)

Donna Thomas (Strategic Children's Centre Manager)

Anna Garner (Head of Performance, CCG)

Resident representative: Anne Marie Dawkins (Healthwatch)

Parent representative (for discussion)

VCS x 2 (to be advertised to HCVS and Interlink)

- Children's representative X 1 (LBH or CoL)

- Maternity representative x 1 (LBH or CoL)

Commissioning GP leads: Balvinder Duggal

Representation from:

- GP Confederation (Dr. David Keene)

- Providers (HUFT: Sarah Webb, WH, ELFT: Sharon Davies)

- Head teachers x 2 (HLT to liaise)

Resident

- Anne Marie Dawkins, Healthwatch

Parent

- X [for discussion]

The CYPM Integrated Commissioning Work stream will work as a partnership across City and Hackney Clinical Commissioning Group, London Borough of Hackney and Hackney Learning Trust. The overarching aim is to co-ordinate, optimise and transform the delivery of the children's health system across City and Hackney. This includes:

-Identifying and collating contracts across the partners, and working to consolidate them. This may include proposals for aligning or pooling contracts, with the ultimate aim of reducing duplicating and identifying and addressing

Children and Young People's Providers Forum

(CYPPF)

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CYPO's in Hackney

gaps in provision. This will also include exploring potential areas in which to deliver efficiencies.

- Refreshing the governance of children's health** across the system, ensuring it is fit for purpose and increasing efficiency
- Identifying key priority areas for delivery.** Key priority areas will be areas where joint work across the partners will add value. These are likely to be areas of challenge, where performance needs improvement and where a joint approach would work more effectively
- Having broad oversight of performance,** including key performance indicators across City and Hackney and working to improve performance as appropriate

Governance and Structure

The CYPM Integrated Commissioning Work stream will work as follows:



Progress, Priorities and Timescales

Initial discussions throughout the setup of the Workstream have identified the following deliverables as priority:

Reworking the children, young people and maternity health governance structures (within statutory confines), to deliver an efficient integrated system. We are aiming for this to be in place from April 2018.

Children and Young People's Providers Forum

(CYPPF)

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CYPO's in Hackney

Review of contracts, commissioning and budgets with recommendations for alignment and pooling. Recommendations to be agreed to be in place from April 2018.

Work programme of transformation priorities. These will be agreed by the work stream, and will be areas of challenge or opportunity, that may be amendable to improvement with an integrated approach.

Priority areas have been identified to be worked on by local VCS organisations through the joint 'Healthier Hackney Fund'

The Integrated Commissioning Steering Group will shortly be asked to agree a proposal that the CYPMS work stream goes through Assurance Review Point 1 at the Transformation Board in December 2017, and Assurance Review Points 2 & 3 together in February / March 2018. This would mean the CYPMS work stream will then be in line with the timescales for the other work streams.

Initially discussions are currently being held with finance colleagues and budget holders, with a view to drafting a clear position on which Children and Maternity budgets are in scope across the CCG, City of London and LB Hackney.

A set of principles and high level objectives is currently being worked up through the Core Planning Group, to be agreed by the workstream. They will be primarily around:

- Working toward the implementation of clear life-long pathways through the health and social care system for City and Hackney children and young people and their parents / carers
- Improving health, and wider outcomes for our children, young people and their families, through prevention and access to high quality healthcare services
- Working to ensure the profile of children and young people across the system is high, and children and young people's issues continue to be prioritised
- Working with a view to reducing inequalities by focussing resource at the earliest stage of life, in line with Marmot principles and recommendations
- Working to implement local solutions to local need, in line with the Hackney 'A place for all' framework, and similarly for the City of London.
- Increasing engagement of children and young people in the strategic planning, design and delivery of their health services, in line with the NHS 5 year forward view

Children and Young People's Providers Forum

(CYPPF)

Inform, Influence & Represent
CYPO's in Hackney

Role Description

1. Understanding of the background, role and potential of the Transformation of Health and Social Care to improve the health and wellbeing of Hackney residents through reducing health inequalities, better working relationships across all sectors;
2. Understanding of national and local policy drivers for health and social care service delivery;
3. Experience of strategic management and commitment to advancing and supporting the purpose of strategic partnership;
4. Active commitment to and ability to progress partnership working and networking;
5. Active commitment to promoting equality and diversity underpinned by a clear understanding of the link between inequality and disadvantage and how policy decisions can impact on diverse and disadvantaged communities;
6. Ability to separate own organisational needs from the needs of the Forum;
7. Ability to consult, use this information usefully, and to feedback on discussions;
8. Ability to productively and positively raise issues of concern to the Voluntary & Community Sector both in meetings and in pre-meeting work;
9. Commitment to the independence of the Voluntary Sector in purpose, voice and action;
10. Ability to consistently treat other people with respect and be aware of the way in which you communicate with other people and your impact on them;

Children and Young People's Providers Forum

(CYPPF)

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CYPO's in Hackney

Selection Criteria

Individual Criteria:

Young Person/Children's Services Representative - must have experience in this area

Maternity Services Representative – must have experience in this area

General Criteria:

- Knowledge of services, facilities for and the issues facing Hackney's children therefore and young people and their families
- Close involvement with BMER VCS orgs for children and young people
- The reps must be able to devote at least 1 – 2 days per month to the work of the partnership
- Familiarity with central and local government's children and young people's agenda generally and how it relates to specific groups

Accountability

The representative is ultimately accountable to local children and young people via the members Children and Young People Providers Forum. The representative therefore has a duty to gather and convey views from key networks and organisations, present this at strategic meetings and to feedback to the children and families sector. In addition to attending the quarterly Children and Young People's Partnership Board, representatives will be required to:

- Attend VCS Children and Family Network leads meetings and be an active participant at the meetings
- Be accountable for ensuring information is disseminated to groups and organisations via specific Networks i.e. the children and young people's disability group
- Attend quarterly CEN meetings, and feedback info to CEN and relevant VCS Forum
- Attend monthly HSCF steering group meetings
- Represent the CYP sector on related sub groups convened at strategic level
- Carry out additional tasks as necessary to fulfil the role.

Additional Information for All Roles:

Children and Young People's Providers Forum

(CYPPF)

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CYPO's in Hackney

You will be required by the Board / Workstream to declare any interests and to sign a guiding principles document.

Confidential discussions:

You may on occasion be asked to take part in confidential discussions at strategic meetings. The Forum position is that it is better to have the VCS position represented than not, but that this should be minimised and the Forum Steering group should always be aware of when representatives are taking part in confidential discussions.

Where possible you should be notified in advance that this will be the case so you can alert Steering Group members in advance- i.e. let them know the topic if not the content. If you have not been notified in advance, please request this happens in future, and once the meeting is over please email the steering group with the topic of the confidential discussion

Support & Expenses

Representatives on the Children and Families Sector feed into the CYPPF our local policy forum which address housing, education, health and employment matters.

The representatives of networks consult their stakeholders and feed the views to policy makers HSCF Steering Group will develop briefings on the agreed VCS response to issues arising from Transformation

You will receive support from the Head of safeguarding Children and family's team with cross-cutting issues, pre-meetings or post-meeting debriefs as required.

You will receive support from the Network Coordinator (Hackney CVS) who has the responsibility to circulate information on your behalf and collect responses from CYPPF members.

Where possible we shall arrange for representatives to meet the board/workstream chairs before the meeting.

Costs will be covered for the following expenses, incurred because of work carried out in the role of VCS representative in Health and Social Care Transformation.

This will include:

- Attendance at partnership meetings, including sub committees and working groups (at a backfill amount of £20 per hour)
- Attendance at training related to role as representative in Health and Social Care Transformation
- Other work carried out specifically as VCS representative

Children and Young People's Providers Forum

(CYPPF)

Inform, Influence & Represent
CYPO's in Hackney

These expenses will be paid through Hackney CVS from its core contract budget which includes provision for the networks. Please note that there is a limited budget for support for VCS representatives (£10k per annum for all representative positions) and Hackney CVS is not authorised to go beyond this budget.

Therefore:

- Please make claims regularly at the end of each quarter.
- Please ensure that claims do not cover more than one financial year.
- Please enquire beforehand before making commitments to large amounts of expenditure, e.g. large training fees.
- In certain cases, the Network Coordinator may require authorisation from Finance team at Hackney CVS before agreeing expenditure.

Hackney CVS reserves the right to refuse payments that it deems unreasonable, if not previously agreed.

Application process:

Please send back a completed application form – markd@hcv.org.uk

by 11:00am on Monday 23 April 2018

Applications will be shortlisted by a panel of three. Shortlisted applicants will be invited to interview with up to three panel members

Final selection will be made by this panel.

PLEASE RETURN YOUR SIGNED FORM

By email to: markd@hcv.org.uk

or by post to: CYPP Forum, C/O Kristine Wellington, Hackney CVS, The Adiaha Antigha Centre, 24-30 Dalston Lane, London, E8 3AZ