

Lambeth Together System Leaders Organisational Development – Specification

1. Overview

Lambeth Together is our strategic programme to improve health and wellbeing and reduce inequality for people in Lambeth through an integrated Health and Care system.

Our vision is that we want Lambeth to be a place where:

- Health and social care outcomes are improved for all our communities, regardless of background or lived experience
- People can reach their potential, are valued, are safe from harm and have positive choices about their health and social care
- We strongly celebrate our rich diversity
- Our communities' voices are actively heard
- We use outcome measures and incentives to focus our attention on improving equality, diversity and inclusion

As Lambeth Together, we believe in:

- Putting people first, always, and striving to provide the best care possible
- Being honest, fair, clear and plain spoken
- Working together, collaboratively, in partnership
- Respecting difference and celebrating diversity
- Ensuring that we behave and speak in a way that actively promotes inclusivity.

To achieve our vision:

- We will bring health and care partners together across Lambeth, working across organisational boundaries and geographies in an inclusive way.
- Whoever we work for, we will operate as 'One Lambeth' team, with our people clear about their roles, whether they are in health and social care, the voluntary and community sector or working in statutory services or other partners.
- We will make sure service users are the centre of our focus through robust and meaningful co-production. We will empower our residents, listen to their voices and act on what they say.
- We will develop services that are centred around neighbourhoods, not the organisations who provide them, by combining forces in Delivery Alliances, that are grounded in those places.
- We will work under one health and care budget, with combined systems, working collectively through a culture which is open and honest, where challenge is welcomed.
- As leaders, we will role model behaviours that empower others and are inclusive to all, including being allies to those impacted by inequalities.

- We will consciously move towards expanding the diversity of our senior leadership and teams.
- We will reduce inequities in access to effective and good quality health and care services and work with others to address the root causes of inequity that lead to ill health.

We want staff working in health and social care to work in a similar way as far as possible because this has lots of benefits. We've called this 'The Lambeth Together Way'. The behaviours that we expect of each other are that:

- Whichever organisation our people work within, they recognise that while individual strengths are critical to success, they are part of a collective whole
- Our people embrace feedback and learn from it, sharing learning when we know it will make a difference, building relationships based on trust
- Our people are accountable, share power and enable diverse voices to be heard
- Our everyday behaviours are influenced by active participation in continued learning and development, and the promotion and visibility of EDI.
- We actively encourage and participate in improving our inclusivity to create a new and fully inclusive organisational history.

We want to organise services by people and places – instead of by the organisation that hosts those services. For example, we want to bring services for people with a mental health issue together into one group, so those services are planned and managed together. This has lots of benefits. Our groups of services are called Delivery Alliances.

2. Current Context

In 2022 the new Health and Care Bill/Act will come into force and preparations are underway nationally, regionally and locally to transition to Integrated Care Systems (ICS). We expect Integrated Care Boards to be established (including by re-purposing clinical commissioning groups) for each area of England; for Lambeth this will be South-East London which will cover six London boroughs.

Integrated Care Boards (ICB) will commission health services for their region, alongside having specific regards to improvement, reducing inequalities, involvement of patients, enabling patient choice - there are also duties relating to innovation, education, research and promoting integration. Each ICB will have an Integrated Care Partnership, that will facilitate joint action to improve health and care services and to influence the wider determinants of health and broader social and economic development.

Each Local Authority area within an ICS will have a Local Care Partnership; in Lambeth this is the Lambeth Together Care Partnership and is overseen by a strategic Board (LTCPB). The Board has 25+ members from across the voluntary and community sector, providers and commissioners of health and care services, Elected Members, and Lay members and public representatives.

Alongside our Board is an Executive Group (LTEG), who oversee the delivery of the Lambeth Together change programmes, system development and operational delivery of the Covid-19 response. This Executive Group meets on a weekly basis.

The LTCPB has identified the need to undertake further development work, both across Lambeth Together Board Members and with the Executive Group (LTEG) members. This is both to consider how best to ensure all parties are, and act as, equal partners and to acknowledge that there are members with varying history and background to the Lambeth Together journey to date. A clearly articulated, owned and resourced OD Plan is a development priority.

3. Organisational Development Work to Date

To date the Lambeth Together programme has focused its leadership organisational development work in the areas of equality, diversity and inclusion. This programme of work is well-established and embedded as a key workstream of the programme and sub-group of the Board.

In 2021 the partnership has also undertaken a review of its governance resulting in 25 development actions across the areas of decision-making, membership, engagement, structure and programme reporting.

Most recently, the partnership has reviewed its pledge which outlines our vision, values, strategic objectives and cultural behaviours.

We are committed to ensuring that development of our EDI agenda is a key focus of the Lambeth Together partnership, in line with our vision.

4. Organisational Development Programme

An OD programme across Lambeth Together Board Members and with the Executive Group (LTEG) members has the following goal and aims:

Programme Goal

To empower, enable and develop the skills of our system leaders to collectively embody the behaviours and deliver the vision, values and strategic objectives of Lambeth Together Care Partnership, to facilitate us to work together effectively as a system to improve the health and wellbeing of our population.

Programme Aims

1. Identify and clearly define the system leadership values, behaviours and actions that we need collectively to progress our Lambeth Together Care Partnership – including how we translate our values into tangible behaviours and hold each other to account – establish what ‘good’ looks like
2. Differentiate clearly between individual and organisational leadership development and our system/group leadership development – including how we as leaders align our organisations values with our partnership
3. Create and implement programmes of system leadership development to progress our Lambeth Together Care Partnership
4. Continue to build on our OD work on EDI to date and ensure our goals on reducing inequalities is central to all our OD leadership development
5. Align our OD programme with the Integrated Care System.

Lambeth Together anticipates that the programme requires a dedicated consultant/consultancy organisation(s) to work within the Executive Group and Board to deliver the components summarised in this specification.

An OD consultant/consultancy is required to:

Initiation/programme development

In line with the programme aims:

1. Perform a gap analysis – assist us to establish where we want to progress to as system leaders, where are we now and what leadership behaviours and activities are needed to close the gap
2. Design and deliver a varied suite of learning and development interventions, that suit the varied needs of system leaders, to close this gap

Culture

3. Create a culture of ownership and commitment to continuous improvement
4. Develop the programme with clear links to wider OD programme across our organisations – ensuring our culture change complements culture change across the health and care system

Sustainability

5. Establish a proposal for continued learning and development interventions beyond the duration of the intervention; ensuring our development is sustainable and continuous
6. Ensure an adequate proportion of the learning and development interventions are continuous beyond the duration of your tenure, such as reverse mentoring, action learning etc

Timescales

The duration of the programme is expected to be established during this first phase of programme development. The initial contract with the successful provider can be issued for up to 12-months and we would expect a proposed timescale outline in your response.

Requirements

The supplier is required to submit their proposal outlining the approach (s) that would be adopted to deliver the requirements of the programme and meet the programme aims. The supplier may deliver a response in the form that they choose but we request specificity on:

1. Examples of your previous work in delivering similar OD programmes, including how these programmes achieved their goals
2. How you would intend to meet the above requirements; including the types of learning and development interventions you would expect to consider for a programme such as this, and areas of development you would expect our programme to be focused on (eg. vision and purpose, culture, leadership behaviours, decision-making, working together, EDI etc)
3. A proposed programme outline including timeframes set against key activities/stakeholders and including touch points
4. Your expectations on two-way feedback regarding progress and a proposal on how we can ensure you are supported during the programme period

5. Ways you would ensure an asset-based approach to build on the involvement of all partners, stakeholders and community voices, in all stages of the OD programme including owning elements of the programme
6. How you would ensure our OD programme was aligned with and compliments the transition to the Integrated Care system model, whilst also ensuring that we prevent 'drift back' once this transition is 'complete'.
7. What experience do you have of working with a diverse group to eliminate racial discrimination? What issues did you experience? And how did you achieve the right outcome?

Scoring - 70% this section

Price: £0-£98,000(ceiling price) pricing must be competitive

The Scoring is on a 0-5 basis

Score	Comment
0	No response - Fail
1	Unacceptable – Fail
2	Poor - Fail
3	Satisfactory
4	Good
5	Excellent