



# Community

NETWORK

---

**Delivering for  
community services**

---

# About the Community Network

---

The Community Network is the national voice for NHS community services in England.

Established by the NHS Confederation and NHS Providers in May 2018, the network brings together and represents NHS and not-for-profit organisations providing NHS community health services.

We aim to:

- be a strong and **unified national** voice for community services
- be the **go-to commentator** and point of contact for the issues that matter for community services
- **promote** the role of community services within the NHS Long Term Plan and its role within integrated health and care systems
- **influence national policy and debate** about the role of community services in system transformation and supporting the delivery of high-quality community services for patients and communities
- ensure the full range of community service providers feel they **equally own and are part of the debate** on primary care, population health and prevention, and social care
- **understand the range of challenges and perspectives** facing community services providers in different settings.

The NHS Confederation and NHS Providers work together for the community services sector to make sure the future of the NHS is about joined-up care in peoples' communities, with the recruitment of a staff member supporting this work. While members have previously been able to access the network's offer free of charge, we will be looking to develop a sustainable future funding model from April 2020 onwards.

This update outlines the impact the Community Network has had so far, since its launch in May 2018.

---

# Foreword

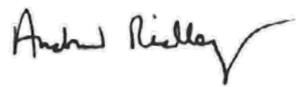
---

I am pleased to be reporting on the achievements of the Community Network since we launched less than 18 months ago. With the support of our co-hosts the NHS Confederation and NHS Providers, the network has worked hard to raise the profile of community services and give them a stronger voice in policy discussions.

We have played a significant role in making the case for more investment in community services, with more NHS care to be delivered closer to people's homes and in their local communities. We have already had success influencing the NHS Long Term Plan, lobbying to ensure agenda for change pay commitments for all NHS staff are fully funded, including those working on public health contracts commissioned by local authorities.

This is a time of great opportunity for community health services. The commitments in the plan demonstrate how seriously this is now being taken. The appointment of my predecessor as chair, Matthew Winn, as NHS England and Improvement's director of community health and lead on the implementation of the Ageing Well programme only emphasises this.

As community services strive to implement the ambitions of the plan, the support that the network can offer its members is likely to grow ever more important. I look forward to helping our members fulfil their potential and take up their places as key partners in the health and care system over the year ahead.



**Andrew Ridley,**  
Chair, Community Network,  
Chief Executive, Central London Community Healthcare NHS Trust

---

# Our achievements

---

# Influencing on behalf of community services

---

## The NHS Long Term Plan

The Community Network has made a powerful case for the important role community services should play in the development of health and care services over the next decade. Following an intervention from the network's board, we were invited to meet with NHS England and NHS Improvement to carry out crucial engagement across the sector to ensure the NHS Long Term Plan recognised community services as a central pillar of the NHS.

The network has long argued for greater national focus and a greater understanding of the vital role community services play in supporting the wider health and care system. Following the network's contribution our first chair, Matthew Winn, was invited to be lead for the plan's Ageing Well programme. We welcomed this senior level of representation for community services. Matthew's appointment reinforces the acknowledgement that the needs and potential of the sector are central to achieving the plan's ambitions.

### Key plan commitments on community services

- Increased investment in primary medical and community health services as a share of the total national NHS revenue spend across the five years from 2019/20 to 2023/24, with spending on these services at least £4.5 billion higher in five years' time.
- The intention to "dissolve the historic divide between primary and community health services" with fully integrated community-based healthcare, comprising expanded community multidisciplinary teams aligned with new primary care networks.
- Within five years, community health crisis response services available within two hours of referral, and reablement care within two days of referral.
- National rollout of the enhanced health in care homes care model.
- Targeted support for older people with multiple long-term conditions, frailty and/or dementia.
- Boosting out-of-hospital care to reduce pressure on emergency departments, with referrals for an urgent response from community health services through the multidisciplinary clinical assessment service (CAS), and the rollout of the urgent treatment centre (UTC) model.

---

**“ We will boost ‘out-of-hospital’ care, and finally dissolve the historic divide between primary and community health services**  
NHS Long Term Plan

### Funding for agenda for change pay uplift

When the pay uplifts for agenda for change staff were confirmed, it became apparent that posts providing local authority funded NHS services beyond 2020/21 had not been included by the national bodies. We raised concerns with NHS England/Improvement and the Department for Health and Social Care (DHSC) over the impacts of this issue, which would have been felt across the sector, from integrated providers of acute and community services to standalone community trusts and community interest companies. There was a substantial risk that the task of making up the financial shortfall in wages for staff delivering local authority commissioned services could fall to providers.

Our very rough estimate was that the cost of resolving the issue would be in the region of £50 million, a tiny fraction of the overall DHSC budget of £129.6 billion, but enough to be of serious concern to some providers.

As a result of our efforts, the national bodies acknowledged this is an issue and agreed that the uplift for these staff would be centrally funded. Funding for 2019/20 was confirmed in September's Spending Round, and we are continuing to push for clarity on what the recently-announced uplift in the public health grant will mean for providers of community services in future years.



“

**As we try to move towards more joined up care, we cannot have the government creating a pay system that sets up artificial barriers between services.**

Niall Dickson, Chief Executive, NHS Confederation



“

**We are very pleased to see that this issue, on which we have campaigned hard, has been resolved for 2019/20.**

Chris Hopson, Chief Executive, NHS Providers

---

---

## Provider landscape and organisational form

The Kirkup report into Liverpool Community NHS Trust included reflections on the optimal organisational form for delivering community services. We held a roundtable with NHS Improvement to raise concerns about this focus. The conclusions from the roundtable fed into the NHS Long Term Plan and ensured NHS Improvement did not pursue plans to direct a preferred organisational model for community services.

NHS Providers deputy chief executive, Saffron Cordery, published a piece in the HSJ defending the place of all types of community service delivery, including standalone trusts, in response to an article suggesting that “the writing is on the wall for standalone community services”.



**We mustn't throw the successful local service baby out with the provider sector consolidation bath water.**

Saffron Cordery, Deputy Chief Executive, NHS Providers



**To make the system sustainable we need to drive forward with new ways of providing care in the community and reducing pressures on hospitals.**

Nick Ville, Director of Membership and Policy, NHS Confederation

## Community services data

With the plan's commitment to community health crisis response within two hours of referral, and reablement care within two days of referral, the need to collect and analyse data about the sector will continue to grow. High quality data will also ensure we can highlight the value of community services and the crucial role the sector plays.

We have engaged with the DHSC and NHS Digital in the roll out of the community services data set (CSDS). The Community Network is represented on the CSDS stakeholder engagement group to ensure it is developed effectively and usefully for providers. We have also promoted the need for providers to submit to the data set and hosted a presentation on it at a Community Network event.



**The reality is acute hospitals are big buildings - you can see them, they have got metrics attached to them, A&E targets, etc – so it is easier to track and define what happens in a building than it is in care in someone's own home. And that's what the network is about, to try and change that narrative.**

Matthew Winn in the hot seat with Victoria MacDonald at the UK Health Show

# Raising the profile of community services

Over the course of 2018/19, we have established the profile of the Community Network and of our first chair Matthew Winn. We have:



Issued proactive and reactive press releases in response to all key major national developments, including both in influencing and responding to the NHS Long Term Plan, the establishment of primary care networks (PCNs), the impact of cuts to community services' funding, pensions and workforce issues and a range of other major policy papers and key announcements.



Secured coverage in BBC radio, The Express, Business Practice, National Health Executive, OnMedica, HSJ, Nursing Times, Health Business and other trade press.

Produced nine blogs, including from Matthew Winn, Phil McCarvill, Chief Advisor, NHS Confederation, the Institute for Fiscal Studies, and the National Association for Primary Care in key outlets such as the HSJ and Nursing Times.



Published one podcast entitled 'The future is out there', featuring Matthew Winn, David Pearson, Chair, Nottingham and Nottinghamshire ICS and Lena Samuel, Chair, South Central Ambulance Service NHS Trust.



Matthew Winn, our former chair, appeared in a 'hot seat' interview with Channel 4's health and social care correspondent Victoria MacDonald at the UK Health Show, titled 'Has community healthcare been sidelined?'

Hosted sessions at Confed19 and NHS Providers' conference with a community services focus.



Published *Primary care networks: A quiet revolution*, a guide for provider organisations on how to engage effectively with PCNs.



Used social media to promote the role of community services providers and enable meaningful discussion of the challenges faced by the sector, for example through hosting a debate on community services.



**"At long last, we are beginning to get proper national recognition of the vital role that community services play!"**

@ChrisCEOHopson

Chris Hopson, Chief Executive, NHS Providers

---

## Supporting community services

---

The Community Network is supported by a dedicated community services policy manager, jointly appointed by the NHS Confederation and NHS Providers and funded by the network. This enables both of our organisations to deliver a clear focus on the influencing and support priorities of the network, and to ensure our work on promoting the role of community services is integrated into our wider influencing and support programmes.

We bring community services and national system leaders together with other key stakeholders to promote debate and discussion. So far we have held four network events with speakers attending from across NHS England/Improvement and stakeholder organisations such as The King's Fund. Our network events are rated highly by members, as illustrated below:

Date of event	No. of people in attendance	Feedback score (out of 5)
10 May 2018 (launch event)	55	4.3
2 November 2018	28	4.4
29 March 2019	30	4.1
13 June 2019	31	4.3

---

**“ I think the network is doing a great job of promoting community services, also I think it came across that if we mobilise in the right way we can influence PCNs locally**

Feedback from Community Network meeting

**“ There is a huge opportunity here. We need to hold our nerve and use this platform to create a renaissance in community services**

Feedback from Community Network meeting

---

# Looking forward

---

## Influencing

As the plan moves towards implementation, we will continue to engage with decision makers in the national health and care bodies and government to influence national policy on community services, promoting increased understanding of the role our members play and the challenges they face, pushing for equitable funding and procurement processes, and continuing our focus on workforce and data. We will respond to emerging needs identified by our members.

We have repeatedly raised concerns about the disproportionate impact which the repeated re-tendering of community services has on community providers with NHS England and Improvement. This is financially costly, impacts on staff morale, reduces community providers' ability to plan with commissioners and other partners for the longer term, and consumes considerable leadership capacity. It is therefore promising to see a commitment in the Queen's Speech to an NHS bill which will include revoking procurement requirements and reducing the burden on community providers, and other trusts, to tender repeatedly for services. We will be working intensively on any NHS legislation as it passes through parliament to influence the details of these proposals constructively and to shape the proposed, new 'best value' test.

## Building profile

We will build the profile of the network, its chair, and its members by engaging with the media and promoting forthcoming publications such as our Carter briefing for Community Network members, and our briefing on the evidence base for community services.

## Supporting

A key focus for the network in 2019-20 will be to support members as they take up their roles in integrated health and care arrangements. NHS England/Improvement intends PCNs to be the basis for ongoing collaboration between primary, secondary, community and social care at neighbourhood level – that is, serving around 30,000-50,000 local people. Although PCNs are being established through the new GP contract, NHS England/Improvement expects them to have wide-reaching membership, including primary care, community services, community pharmacy, optometrists, dental providers, social care providers, voluntary sector organisations and local government.

The network and its hosts are already working to deliver this support. As well as the Community Network publishing *Primary care networks: A quiet revolution*, NHS Providers published *Community services: Our time* within its Provider Voices series to set out a range of perspectives on the value community services offer. Network representatives are contributing to the development of the national service specifications that will be implemented by primary care networks from April 2020.

NHS England/Improvement has commissioned the network to deliver the Neighbourhood Integration Project, which will support the delivery of neighbourhood level service integration by sharing good practice and peer learning between providers of community services and their local partners. It will draw on lessons from existing integration at this level, and its products will support local integration whether or not it takes place within the PCN framework. To deliver the programme, the network has created a reference group with representation from across the sector. We are keen to hear from providers of community services about your priorities and challenges as we undergo huge changes in how we deliver health and care, and seek to maximise the opportunities.

---

# Staying in touch

---

## Network meetings

Our network events are regarded highly by members. They are a forum to share ideas, hear presentations from peers and external bodies, participate in panel discussions and roundtable sessions and have open and honest conversations. We look forward to welcoming our members on the following dates:

 **31 October 2019**

**25 March 2020**

**19 June 2020**

**28 October 2020**

 Broadway House,  
Tothill Street,  
Westminster,  
London SW1H 9NQ

To find out more about these events, visit  
[nhsconfed/networks/community-network](https://nhsconfed/networks/community-network) or  
[nhsproviders.org/programmes/community-network](https://nhsproviders.org/programmes/community-network)

---

## Find out more

For feedback on our influencing and support including suggestions where we could do more on your behalf, contact [Rebecca.Owen-Evans@nhsproviders.org](mailto:Rebecca.Owen-Evans@nhsproviders.org)

 Follow us on Twitter [@nhsconfed](https://twitter.com/nhsconfed) [@NHSProviders](https://twitter.com/NHSProviders)



Portland House, Bressenden Place, London SW1E 5BH  
020 7799 6666  
[enquiries@nhsconfed.org](mailto:enquiries@nhsconfed.org)  
[www.nhsconfed.org](http://www.nhsconfed.org)  
[@nhsconfed](https://twitter.com/nhsconfed)

© NHS Confederation 2019  
Registered charity 1090329. Company 04358614.  
Registered office: Portland House, Bressenden Place, London SW1E 5BH



One Birdcage Walk, London SW1H 9JJ  
020 7304 6977  
[enquiries@nhsproviders.org](mailto:enquiries@nhsproviders.org)  
[www.nhsproviders.org](http://www.nhsproviders.org)  
[@NHSProviders](https://twitter.com/NHSProviders)

© Foundation Trust Network 2019  
NHS Providers is the operating name of the Foundation Trust Network. Registered charity 1140900.  
Registered in England & Wales as company 7525114. Registered office: One Birdcage Walk, London SW1H 9JJ