



Third Sector Health and Care Leaders Network

Wednesday 18th November 10 - 11.30am

Aims of session:

To seek your input on Forum Central's work with NHS Leeds CCG on the Shaping Our Future programme, receive updates from the team and continue to shape Forum Central priorities.

Health and Care Updates

Pip welcomed everyone to the meeting, and ran through a number of updates:

- **West Yorkshire & Harrogate Racial Inequalities review:** [this work](#) represents a significant shift at WY&H level. Forum Central working to respond to the Black Lives Matter movement as well as addressing wider health inequalities
- **Covid response:** an enormous impact on us all and we are so aware that you are all working tirelessly to keep people and communities as supported and connected as possible. Of particular note:
 - Over 60s harm minimisation: came about because of the increasing number of older people getting Covid and in hospital, also the fact that the first time they get tested is when they're ill and in hospital – so there's work to do in terms of testing & prevention. Also increasing recognition among Public Health and others of the impact of restrictions on older people's mental health—making sure we have resources and plans to support people around their mental health.
 - Plans for a campaign in Leeds, and working with businesses and the Third Sector to see what can be done in areas and communities. A number of grants to support older people's organisations with sharing key Covid-19 messages have been awarded in the past couple of weeks
 - Huge amount of work going on around [testing](#) and also **vaccination**. Forum Central has been championing the underlying principle around the parity of Third Sector workers being seen as key workers and a crucial part of the H&C system, which is generally accepted in Leeds but is not always the national position.
 - **Third Sector Outbreak Plan: Stacey Taylor** is a new worker employed through Forum Central with support from Public Health as part of ongoing work with Healthwatch, Leeds Community Foundation and Voluntary Action Leeds.

- Delivering funding directly to organisations to give them capacity, building on Communities of Interest work, hearing from communities and having links through to trusted, established organisations, as well as supporting some really interesting new and emerging groups.
 - There are conversations underway about developing Third Sector input to supporting 'Connect and Support' track and trace as part of the local response to track and trace (ie picking up from national contact centre). This will include sensitive support using community development approach working closely with Public Health
- **State of the Sector report:** part of Harnessing the Power of Communities work funded by WY&H and NHS CCG to make sure the Third Sector is a sustainable, central part of the Health and Care system, and recognising that the person-centred approach of the Third Sector is key
 - A draft State of the Sector report based on existing data sources has been developed by Nifty Sustainability CIC who are conducting this mapping work in partnership with Leeds Beckett includes an overview picture of number of organisations, workforce, economic contribution to the city, size etc
 - Some interesting findings, demonstrating how much of the sector is micro organisations. We are reviewing findings at the moment and looking at gaps and where additional research is needed, particularly to ensure underrepresented groups and least heard voices are reflected.
 - Headline findings include:
 - 1,726 registered charities in Leeds, with a similar number of below the radar organisations, so about 3,500 in total
 - Three quarters have an impact in contributing to wider determinants of health
 - 73% of orgs are small or micro but account for only 1.2% of the income of the sector
 - Estimated 22.5k workers & trustees and 70k volunteers
 - Next step is pulling together focus groups to talk people through the results, and the best ways to present it the data, to make it easier for people to present it amongst their audiences, networks, partners etc
- **NHS Trusts Third Sector Strategy work** is continuing and a Leeds Community Healthcare (LCH) TS strategy steering group has been recruited, although the first meeting had to be delayed due to lockdown2.
 - Also led to conversations with other partners and as a result Rachel/Pip followed up with and are having conversations with Leeds Teaching Hospitals NHS Trust (LTHT) about where opportunities are to work more closely with the sector – please share any thoughts or ideas with Rachel.Cooper@forumcentral.org.uk.
 - This work is mirrored by citywide conversations – Forum Central has reps on both the Health & Wellbeing Board and Partnership Executive Board, enabling conversations about Third Sector strategy to be fed into bigger conversations about integration and the Third Sector being seen as an equal system partner.
- **Representation & Advocacy – Gabby Voinea** joins the Forum Central team in a new role focused on supporting representation of the Third Sector. Gabby will be scheduling introductory discussions to see how we can take things forward, and

will help us to ensure smaller organisations and least heard voices are able to connect into bigger conversations

- **Funding and Resilience:** Voluntary Action Leeds is currently finalising a second Third Sector resilience survey that has been done at both a Leeds and WY&H level, and will give us a really rich picture of the impact that Covid is having on Third Sector organisations
- Also key transformation work is taking place alongside all this, including Local Care Partnerships, Community Mental Health Teams, and Green Prescribing.

Shaping Our Future Programme

Pip provided a brief recap of the programme – which is led by the national NHS long-term plan agenda and intentions for how commissioning shifts and changes, with growing importance of WY&H as a regional footprint and Primary Care Networks. Gina Davy presented at a previous meeting in February and asked Forum Central to think about how this might work, and how can we ensure everyone has a voice.

Francesca Woods and Rach Stanton have been supporting this work. Rach gave an overview of findings from consultations that have taken place so far and [a draft report](#) Forum Central has developed and shared in advance of the session. Work is still in a consultation phase, so we're very keen to hear feedback and take input to co-produce the operating system we're trying to work towards.

The group split into breakout rooms to discuss and consider the following questions:

1. What do you think about the proposal?
2. Are the priority areas right?
3. If we do have broad agreement, what resources/timeframe are required? If not, what do we want to explore further?

Key discussion points are summarised below.

Group 1

- Consensus was that option 2 is the right model, and important to ensure grassroots organisations are fully embedded in the system and small as well as large organisations included.
- Question over where the council fits in and whether CCG will have one system and the local authority a separate system, and how that will work
- Looked at existing models and examples of how systems have worked previously, for example Time to Shine being a strong example of Third Sector commissioning and connecting with grassroots work
 - Also some of the work over the pandemic e.g. how positive relationships have progressed developmental work in the system and trust being important for developing new models

Group 2

- Generally, building on what we have got makes sense. Finding capacity to set up something new draws resource from somewhere

- Lots to consider and get through – what is the timeframe? Could we get lost on the detail? Need to get on and do but some process and structure is needed.
- Agree that option one not to look at. Resources needed. State of the Sector findings framed discussions
- How do the CCG want to do this? This impacts on how we engage and what the impact is on the front line. E.g. Live Well Leeds – stipulation about small groups
- Sooner rather than later – it needs to be good enough, not perfect.
- We trust Forum Central. If Forum Central was to commission then that is the same as being a special purpose vehicle.
- Needs to be all providers – does this include the Council, what about NHS England money (via WY&H)?
- Population based commissioning makes sense. We need to get our trustees on board with that approach. People at Leeds need to be at the heart of decisions.
- We are often supporting the same people - commissioning overlapping. Still some poor quality provision.
- Resources for this? Citywide and LCP being where the action is forthcoming is a challenge. People in the areas that you can't get LCP representation in other areas and people who need services miss out.
- Benefits to being in an alliance e.g. Oak Alliance. Can spread our representation but didn't grow from a commissioning need – it was chats over coffee. Need some outside support (resources) to help those form. Genuine reason to come together, trust, not commissioning is important.
 - Karl and Gabby can pick up the above point

Group 3

- Option 2 was preferable – Alison was able to describe experience of alliance model in Wakefield & Kirklees, felt that having Forum Central as a holding body would change our relationship which we didn't want to do – we like being allies, and Forum Central being a source of support/development.
- Like idea of Forum Central being a coordinator of different models & partnerships and influencing the system as to the options for future commissioning e.g. LCP, Linking Leeds, Live Well Leeds – all working and bringing in a range of smaller and larger organisations
- Option 2 preferred for these reasons:
 - at the moment it's a bit of a market place in terms of contracts/ funding but unfair on smaller organisations
 - smaller organisations would be partnered up with bigger organizations – third sector bodies would ensure parity of distribution
 - whomever is leading the alliance would have to ensure there is a process for providing funding to ensure smaller organisations are part of the contract- not easy?
 - if option 1 chosen; how will third sector leaders know who the best organisations are best to deliver particular services
 - option 1- could be a lot of work, raises potential for conflict
 - option 2- more relaxed way of working; there was talk of the Local Care Partnership Model as a preferred model of alliance/partnership work
 - strong views were expressed with regards to Forum Central not having responsibility for it all as it would destabilise the power dynamic, a role of coordination for Forum Central is preferred,

- o Forum Central would work with smaller organisations who currently lack the resources to bid against the larger organisations; it would coordinate with these small organisations and help them bid/ prepare
- o would ensure all members get access to equal opportunities
- o questions raised as to practicalities; how it would work in practice

Group 4

- Positive and minus of having a rich Third Sector – important to be mindful that we're not one homogenous group of organisations, existing alliances are formed in different ways and have different priorities.
- Consensus around option 2 but struggle around it being conceptual, need to visualise and flesh it out a bit. Feels so tricky, but the sector is so tricky – trying to tie down and think about what we already have and what gaps might be.
- Recognise last 8 months have given us an opportunity to galvanise partnerships, starting with people and working up towards health and care systems
- Discussion around range of skills within the sector and ensuring smaller and grassroots organisations are involved with future plans
- Massive cultural shift – capacity to get involved is important, not just training.
- Risks and gaps – not all reliant on this sector to be achieved, but about relationships with the Council and other health and care providers that require a cultural shift as well as within our sector.

Group 5

- Generally there was support in principle though not everyone had had chance to read the document in advance
- Key points:
 - o support for the second option
 - o importance of inclusivity, especially smaller/ less strong/well connected organisations
 - o Relationship with big providers needs more thought

Summary and Next Steps

Overall there were some high quality discussions and very thoughtful points raised, but we recognise there is more to do to fully understand and articulate the model. We are keen to work together to develop an understanding of this including conversations with individual member organisations and their work in order to describe and explain this better, as well as ensuring our thinking is visually presented.

Next steps:

1. Continue engagement with the piece of work that we've already drafted, speak to more people in the sector, help people understand what we're trying to achieve
2. Continue asset mapping of what we've currently got, appendix in report is just a starting point, including alliances & community voices, who's already out there, find out how they work with community voices
3. Agree principles for the operating model and for a lead infrastructure organisation or organisations to move ahead with development and delivery