

Date of meeting:	3rd May 2024		<<Agenda item to be completed by Health Partnerships Team>>
Subject / title of report:	3rd Sector Strategy - Taking it forward		
PEG lead:	Pip Goff		
Report author(s) and presenter(s):	Megan Russell, Claire Nixson, Sam Powell, Pip Goff		
Concise summary of item:	<p>Highlighting the Leeds Third Sector strategy and priorities for this year with an update on progress to date.</p> <p>To share an update from a Third Sector perspective on progress we have made in our various partnerships, including Third Sector Partnership Group, West Yorkshire Power of Communities and Third Sector Leeds</p> <p>To understand work happening across the system on the three priorities in order to better connect and see impact from these with a specific request for each partner to bring an update on progress to the June 14th PEG</p> <p>Reminder of our commitment to remain sighted on the impacts elsewhere in the system when decisions related to investment in the sector are taken.</p> <p>Clarity of the specific asks of PEG partners and practical actions and steps required including engagement with the Third Sector Partnership as key opportunity to work together to shape direction of our work in the city</p>		
Has this item been discussed or planned to be discussed by another Board/group?	<p>Third Sector Leeds</p> <p>Third Sector Partnership</p> <p>Leeds Community Healthcare Third Sector Strategy Steering Group</p> <p>Forum Central Health and Care Leaders</p> <p>Environment, Housing and Communities Scrutiny</p> <p>Inclusive Anchor Network</p>		
Report presented for: <i>If for approval or decision, please state clearly and concisely what approval or decision is required</i>	Approval		Discussion:
	Decision		
	Discussion	x	
Does the report contain confidential information?	Yes		
	No	x	
Does this report contain commercially sensitive information?	Yes		
	No	x	
			<ol style="list-style-type: none"> 1. Progress to date and request for further updates in June from PEG members 2. Review progress on the first three Priorities: Partnerships; Funding & Commissioning, and Social Value 3. Implications of Keep it Local 4. Follow up and support that would help including Increased engagement of NHS bodies in the Third Sector Partnership

LEEDS THIRD SECTOR STRATEGY: OUR AMBITIONS

Leeds is a city where all partners work together to ensure that the third sector is more diverse and resilient, and therefore better able to continue supporting our communities.

COMMISSIONING  <ul style="list-style-type: none">Partners invest in who is best placed to design and deliver servicesCommissioning is based on trust, values and flexibility	WORKFORCE  <ul style="list-style-type: none">We have a thriving, valued and diverse workforceThird sector careers are attractive, sustainable and values driven.	VOLUNTEERING  <ul style="list-style-type: none">Partners celebrate volunteering in all its formsWe create an innovative and diverse volunteering environment	DIGITAL  <ul style="list-style-type: none">Partners invest in training, systems and data-sharing to ensure the sector can support those that experience most inequality
CLIMATE ACTION  <ul style="list-style-type: none">Partners create capacity and empower communities to take action and develop climate change awarenessAll communities are involved in a just and democratic transition	SOCIAL VALUE  <ul style="list-style-type: none">Social value activity is directed toward the third sectorThere are clear routes and priorities for contractors to be matched with opportunities that create change in communities	INWARD INVESTMENT  <ul style="list-style-type: none">All partners support the third sector to attract more external funding to the cityThere is a consistent approach and clear priorities for utilising investment	EVIDENCE  <ul style="list-style-type: none">Quantitative data and community insight are valued and used to make decisionsData about the sector, funding and what works is gathered, analysed and made accessibleCommunities lead research and influence city agendas
PARTNERSHIPS City anchors, businesses and the third sector work together in a fair and equitable partnership as a whole system to make Leeds the best city to live in. Partners are open and transparent, and leaders actively share their decision-making power.			

Overview

The Leeds Third Sector Strategy sets out a shared vision for how the third sector in Leeds should work, and what we need to do to get there in the next five years (2023 – 2028). The strategy is grounded in our overarching city strategies: Best City Ambition; Health and Wellbeing Strategy; Healthy Leeds Plan and Marmot. It is intended as a strategy for the whole city to better understand, support and work in partnership with the sector to continue playing a vital role in supporting communities in Leeds to thrive.

The Leeds Third Sector Strategy came to PEG in December 2023 when the importance of this work and the critical conversations around how this is implemented and taken forward were acknowledged. PEG endorsed the approach of the strategy and the three priorities for the coming year and recognised the importance of strategic alignment. It was agreed that further discussions would take place to support and share the strategy within organisations but there was also a challenge back around the practical steps to be taken with the third sector partners asked to return to PEG with clarity of the specific asks of PEG member and practical actions and steps required to build on what we already have.

The next steps identified: ensuring existing city mechanisms and infrastructure were being used to incorporate the necessary conversations, and Forum Central with Voluntary Action Leeds to keep PEG updated on the progress, challenges and further support required.

Role of The Third Sector Partnership

The Third Sector Partnership (TSP) provides a key strategic partnership arrangement, facilitating effective co-production and collaboration, to enable the third sector to be diverse and resilient, and therefore better able to continue supporting Leeds communities. Co-chaired by Cllr Mary Harland, Executive Board Member for Communities and Kim Groves (independent chair of Third Sector Leeds) TSP enables the third sector, NHS bodies, different council departments, universities and other public sector partners to work together ensuring that collectively the conditions are created for a thriving third sector. TSP is the accountable body for the Leeds Third Sector Strategy, which sets out our shared vision and framework for the city to better understand, support and work in partnership with the sector. TSP is where important conversations are happening which complement the work of PEG including How Does it Feel for Me and Three Cs to ensure we hear voices of our communities through cross sector dialogue, steer, scrutiny and challenge on issues of policy, service development and partnership.

As this work progresses, there is an opportunity for increased representation from health colleagues at the bimonthly TSP and the Third Sector Commissioning, Collaboration and Partnership sub group of TSP which will strengthen the approach to deliver better outcomes for the people of Leeds.

Progress on the first three Priorities: Partnerships; Funding & Commissioning, and Social Value - for discussion

1. Partnerships

Where are the opportunities to ensure that people living in Leeds are at the heart of decision making in an environment of capacity and funding challenges?

Positive steps:

- People's Voices Partnership development of a city-wide insight library (through Tractivity) to hold information about what communities tell us is important to them, to inform decision-making
- Leeds Community Anchor Network's listening exercise (asset-based approach to gathering insight about what matters to people living in Leeds communities across all 33 wards) is being used by LCC to inform decision making and informing the Inclusive Anchor Network sponsored Good Jobs, Better Health, Fairer Futures project
- Communities of Interest (COI) risk and issues register, collecting and sharing information from organisations to provide evidence and highlight opportunities for those communities facing the most health inequalities to inform decision making.
- Positive Third Sector Leeds engagement with Inclusive Anchor Network and Business Network
- TSP convening Social Value Round Table.

How will partners ensure that third sector representation in decision-making continues and is strengthened across the system?

Positive steps:

- Third sector representation through Forum Central on all Population Health Boards building on and strengthening existing representation across health and care
- Leeds Community Healthcare Third Sector Strategy leading to increasing capacity and reach eg through Enhance, Sexual Health and use of expertise to improve access

2. Commissioning and funding

What changes are being made to how we are investing in the VCSE in response to the ICS's commitment to Keep It Local reflecting on Leeds Third sector strategy; West Yorkshire [MoU](#) and Power of Communities [Joint Forward Plan](#), learning from Staten Island and our commitment to be a Marmot city

Six principles of [Keep It Local](#)

1. Think about the whole system not individual service silo
2. Coordinate services at a neighbourhood level
3. Increase local spend to invest in the local economy
4. Focus on prevention now to save costs tomorrow
5. Commit to our community and proactively support local organisations
6. Commission services simply and collaboratively so they are "local by default"

Positive steps:

- Provider Selection Regime should make it easier to direct award to local third sector organisations delivering successfully / delivering a unique service
- Moves to coordinate services at a neighbourhood level, for example through Local Care Partnerships and Family Help hubs
- Key policy documents such as the [Compact for Leeds](#) and [Commissioning Code of Practice](#) are being reviewed this year through the Third Sector Commissioning, Collaboration and Partnership Group
- Learning from our challenges in developing partnerships to maximise external investment, for example Youth Endowment Fund, Shared Prosperity Funding ([UKSPF](#))
- Learning from challenges in protecting preventative services and the cost impact this has further down the line - highlighted in Young Lives Leeds' [impact report](#)
- West Yorkshire Power of Communities work to allow Place and ICB colleagues to be fully sighted on aggregated positions and look at the potential overall impact of disinvestment decisions particularly in terms of health inequalities, early help and prevention.

What investment/support can be made available to ensure sustainability of small organisations with their unique reach into our least well served, diverse communities?

Positive steps:

- Power of Communities significant short-term funding programme to support the resilience of smaller organisations, build workforce and leadership capacity and increase visibility of Third Sector assets and impact
- Developing of [Funding Leeds](#) (LCC-funded directory of funding opportunities) website to make this more accessible

3. Social Value

What is the ICS's social value policy? Are any changes being made to this to reflect the ICS's commitment to Keep it Local?

Positive steps:

- Beginning to see implementation of the the new NHS provider selection regime which allows for key criteria in evaluating ICB contracts to be weighted in favour of social value
- Leeds City Council has adopted the Social Value Engine and investing as the first local authority with a dedicated social value team, presenting potential opportunity for us to capitalise on social value activity in Leeds

- Third Sector Partnership identified some key opportunities in a social value fund (LCC are launching this year with Leeds Community Foundation) and for a brokerage system

How does social value show up in our individual organisational policies and strategies?

For example;

- commitment to investing in community based organisations within contract bids
- significant supply chain/purchasing decision or estates and colocation
- supporting staff to join third sector organisation boards as development and partnership opportunity
- Leeds Talent Hub is a successful mechanism for keeping and developing local skills and expertise, and are looking to develop to include facilitating volunteering into employment

Conclusion

There has been some progress and these are some examples of work, but we are keen to support and enable more engagement with the strategy and specific areas of focus.

The ask of PEG partners is to feedback any initial thoughts on work happening around these areas, and to take away the questions below and feedback any pieces of work or practical action planned at the PEG meeting in June:

1. PEG members are invited to share progress made in taking the 3rd sector strategy forward within organisations, in particular the first three priorities: Partnerships; Funding & Commissioning, and Social Value including:
 - a. How will partners ensure that third sector representation in decision-making continues and is strengthened across the system?
 - b. What investment/support can be made available to ensure sustainability of small organisations with their unique reach into our least well served, diverse communities?
 - c. Consideration of social value to reflect ICS commitment to Keep it Local
 - d. Opportunities to ensure that our diverse communities are at the heart of decision making in an environment of capacity and funding challenges
2. What changes are being made to how we are investing in the VCSE in response to the ICS's commitment to Keep It Local?
3. Steer from PEG members of how best to approach the follow-up discussion in June and commitment for any actions in the intervening period.
4. PEG members to indicate if there is any further support they would find helpful in taking forward the strategy

Links to supporting documents:

- [Leeds Third Sector Strategy](#)
- [The Leeds Volunteer Strategy](#)
- [Slides from PEG 01.12.23 on Third Sector Strategy](#)
- [Leeds' shared principles for supporting third sector resilience \(Dec 2022\)](#)
- [Leeds State of Sector](#)
- [West Yorkshire commitment to maximise the role of \(VCSE\) in delivering our West Yorkshire Integrated Care Strategy](#)
- [Keep It Local](#)
- [Third Sector Leeds Workplan 2024](#) – The work plan outlines some of the areas for action identified so far in partnership as examples for partners to develop