

**RESPONSE TO SCRUTINY BOARD
(ADULT SOCIAL SERVICES, PUBLIC HEALTH, NHS)**

***INVOLVEMENT OF THE THIRD SECTOR IN THE PROVISION OF HEALTH AND
SOCIAL CARE SERVICES ACROSS LEEDS***

SCRUTINY INQUIRY REPORT RECOMMENDATIONS

On behalf of the Commissioning, NHS Provider and Third Sector partners who have contributed to the Scrutiny Inquiry, and to this response, I would like to welcome the report. We believe it provides a fair overview of the commissioning arrangements, partnership working and organisational relationships between the statutory and third sector partners already in place and highlights the positive work happening in the city, whilst also identifying areas for further development.

The responses to the specific recommendations are noted in the table below for ease of access, but I can also assure Scrutiny Board that we will be sharing the report and recommendations within our organisations, and also across partnership structures, most notably the Third Sector Partnership, to inform our wider strategic plans in regard to third sector development.

Mick Ward
Interim Chief Officer, Commissioning
Adult Social Care
Leeds City Council

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 1:</p> <p>To help assess the effectiveness of the new arrangements, by March 2017 the Scrutiny Board reviews the single health and social care forum service for the City, with the input of the Third Sector and commissioners, to ensure it continues to:</p> <ul style="list-style-type: none"> • Support the development of a strong and vibrant Third Sector; • Deliver support to people with care and support needs; and, • Enable the sector to actively contribute to and influence strategies, policies, and plans that have an impact on the sector and the people that use their services. 	<p>Yes</p>	<p>As it is a commissioned service, the single health and social care forum, known as 'Forum Central' will be reviewed on a regular basis by ASC Commissioning and contracts team on behalf of ASC and the CCG's.</p> <p>We welcome the additional over sight Scrutiny Board will bring to this process</p> <p>Forum Central are also supportive of this recommendation and look forward to working with Scrutiny Board on this review</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 2:</p> <p>That, by November 2016, service commissioners across Leeds' health, wellbeing and social economy provide a joint report that clearly sets out the, current and projected, financial challenges for services commissioned through the Third Sector and how, through collaborative working, impacts across the sector have and will continue to be minimised and/or mitigated.</p>	<p>Yes</p>	<p>Commissioners are already sharing current financial plans, including commissioning and de-commissioning plans. This is being co-ordinated through the Integrated Commissioning Executive This work cuts across Third, Independent and Statutory sectors, but does include Third Sector organisations.</p> <p>Commissioners can share this information with Scrutiny Board as it develops further as budgets become set for 2017/18 and beyond</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 3:</p> <p>By December 2016, commissioners produce a joint report in relation to joint commissioning across Leeds' health and social care sector that sets out, in detail, the progress made to date and any future proposed actions; with a particular emphasis on the efficiencies and improved outcomes achieved and targeted.</p>	<p>Yes</p>	<p>This will be a continuum of the work overseen by ICE as noted above</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 4:</p> <p>By April 2017, Leeds Teaching Hospitals NHS Trust, Leeds Community Healthcare NHS Trust and Leeds and York Partnerships NHS Foundation Trust work collaboratively to set out the strategic relationship with the Third Sector and how that might contribute to the delivery of Trust objectives.</p>	<p>Yes</p>	<p>Each of the three NHS provider organisations actively engage with the Third Sector, this includes:</p> <p>Leeds and York Partnership Foundation Trust: LYPFTs strategic vision is developed from an understanding that partners and particularly those from the third sector can improve outcomes for service users by building a 'scaffolding' of support beyond statutory services. Initiatives in the Trust have been underway for many years from early beginnings with the Personality Disorder network to the recent Rehab and Recovery service development. These both represent examples where we are actively working with and sub-contracting elements of work to partners.</p> <p>LYPFT want to see increases in service developments that have been either co-produced, or where we have been commissioned to sub-contract with the third sector. How these services are specified, procured and contracted for, in a cost effective, sustainable, and legally sound way, is one aspect of the success of this</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
		<p>work.</p> <p>To ensure effective procurement LYPFT has recently completed a full tender process to create a framework of third sector providers. The Framework allows the Trust to balance the need to follow procurement rules whilst also ensuring it is in a position to mobilise service developments quickly. This is particularly important when needing to respond to commissioning or business opportunities and requirements and/or internal service strategy initiatives. Having a framework in place also allows the creation of a lead provider model which would enable the Trust to take responsibility for a full set of service outcomes whilst also establishing a partnership network to deliver elements of those outcomes.</p> <p>Leeds Community Healthcare NHS Trust:</p> <p>LCH's objectives around the development of integrated neighbourhood teams, new models of care and reviewing service models, provide opportunities for further collaboration and closer work with the third sector to extend their reach across the Leeds population with particular focus on</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
		<p>reducing health inequalities.</p> <p>This work builds on current successful collaboration with third sector partners. Examples of which include:</p> <ul style="list-style-type: none"> • being the lead member of a consortium with third sector partners providing improved access to psychological therapies (IAPT) service • the third sector providing activities for patients in an in-patient setting and connecting patients with activities in the community following discharge from hospital • working with third sector partners on developing innovative new models of care within our specialist services <p>Leeds Community Healthcare NHS Trust's stakeholder engagement strategy, due for review in early 2017, will promote a more strategic approach to relationship management with the third sector and other Trusts, particularly where partnerships span patient journeys across acute and community sectors. This will link to established city-wide collaborative approaches including the Sustainability and Transformation Plan (STP) and Compact for</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
		<p>Leeds.</p> <p>Leeds Teaching Hospital Trust: LTHT actively seeks to work collaboratively with a number of different stakeholders including the Third Sector. This is in terms of both strategic and operational relationships. The initiatives described below and similar in development will be instrumental in continuing to build on these intentions.</p> <ul style="list-style-type: none"> • LTHT have been involved in the development of a City Wide Co-production Charter. This has been achieved in partnership with a number of Third Sector organisations, in particular Touchstone and LIP. The charter was developed in June 2016 with a view to health and social care services being commissioned and delivered using the principles of co-production. • The LTHT Patient Reference Group and Patient Leaders programme are in development and will be bodies of individuals who can help shape and influence the services of the Trust. The Trust will be utilising Third Sector organisations as a conduit to engage with 	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
		<p>people. Additionally, this work will contribute to the identification of additional opportunities for the Third Sector to partner with LTHT, as possibilities are discussed through these mechanisms.</p> <ul style="list-style-type: none"> • The Patient Advice and Liaison Service is now using community mapping to proactively engage with people and communities. The Third Sector has been essential in facilitating this process by supporting workshops and “PALS surgeries” at events and providing quiet areas to deal with sensitive issues. • LTHT will positively contribute to discussions currently underway and facilitated by Healthwatch Leeds to work with Providers across Leeds to maximise opportunities for involvement / engagement and thus improve service delivery by working better together. It would be appropriate for this model of working to be extended to consider the role of the Third Sector and maximising the benefits of developing strategic partnerships and LTHT are committed to supporting this approach. 	

<i>Scrutiny Board Recommendation</i>	<i>Agreed (Yes/No)</i>	<i>Initial Response</i>	<i>Recommendation Tracking</i>
		The three organisations are committed to sharing this practice across organisations and to using the range of partnership arrangements in the city to develop further work collaboratively with the Third Sector	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 5:</p> <p>That by March 2017, Leeds Health and Wellbeing Board:</p> <p>(a) Sets out its role in setting out the City's future vision for the role of the Third Sector in the provision of health and social care services and in reducing health inequalities and working with people across Leeds; and,</p> <p>(b) Agrees a clearly defined, articulated and understood vision for the Third Sector in the provision of health and social care services across commissioners and service providers in Leeds.</p> <p>(c) Reviews and reports on its relationship with the Third Sector Partnership, particularly focusing on formalising those aspects of work that are likely to have an impact on the delivery of Leeds Joint Health and Wellbeing Strategy (2016-</p>	<p>Yes/ No</p>	<p>The Leeds Health and Wellbeing Strategy 2016-21 sets out the vision and priorities for Leeds. It initiates action, encourages joint working, and allows individuals to identify their own role in achieving the city's vision to improve the health of the poorest the fastest.</p> <p>The Strategy states that:</p> <ul style="list-style-type: none"> • Leeds is well placed to respond to the 3 challenges in the 5 year Forward View – includes that we have a thriving third sector and inspiring community assets • Leeds has brilliant and diverse communities, well-established neighbourhood networks and a thriving third sector; we must harness these strengths (strong, engaged and well-connected communities) • Working fully in partnership with the third sector and those in caring and volunteer roles in the community will be crucial to make the most of our city wide assets (working as one workforce for Leeds) • We must build on the strengths of older people and recognise first and foremost their roles as employees, volunteers, investors and consumers (ageing well) 	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
2021).		<ul style="list-style-type: none"> • With collaboration across private, public, academic and community organisations, Leeds is perfectly placed to be a great location for health innovation. <p>The Health and Wellbeing Board (HWB) has a designated member representing the Third Sector. This member is currently drawn from Forum Central.</p> <p>The HWB has hosted 6 opportunities (both workshops and public meetings) to engage in the development of the Leeds local Sustainability and Transformation Plan (STP). The Third Sector representative has also taken up further opportunities to engage that have not been arranged as part of the HWB's work.</p> <p>HWB members discussed the STP at the formal meeting on 21st April 2016. The minutes state:</p> <ul style="list-style-type: none"> • Acknowledged that it was crucial to encourage individual organisations to work together and have regard to all partners to ensure delivery of services in the light of the financial constraints • Recognition of the role that Leeds Healthwatch will play in the 	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
		<p>consultation/engagement process</p> <ul style="list-style-type: none"> Recognised that the role of the members of the Third Sector as key partner organisations and solution providers should be emphasised within the STP. The recent establishment of the Third Sector Forum was noted and the Third Sector representative at the time of meeting extended an offer to work on the further development of the STP. <p>At the public meeting of the Health and Wellbeing Board in September 2016, the Board received a report on the current health and care partnerships for Leeds and West Yorkshire. The report explored the relationships between the ‘top tier’ structures and the Health and Wellbeing Board (HWB). Further work is now being undertaken to inform further discussions about appropriate third sector representation in all parts of the health and care system.</p> <p>The HWB also plans to further explore the role of the Third Sector in a private workshop in November 2016, led by Healthwatch, the Third Sector rep and Cllrs, looking at changing the conversation to work with people in Leeds.</p>	

<i>Scrutiny Board Recommendation</i>	<i>Agreed (Yes/No)</i>	<i>Initial Response</i>	<i>Recommendation Tracking</i>

<i>Scrutiny Board Recommendation</i>	<i>Agreed (Yes/No)</i>	<i>Initial Response</i>	<i>Recommendation Tracking</i>
<p>Recommendation 6:</p> <p>That all statutory and third sector organisations across Leeds health, wellbeing and social care economy continue to maintain a close dialogue in all aspects of their work to further strengthen the vibrant, mature and well established Third Sector that currently exists in Leeds.</p>	Yes	<p>This approach is embedded in the work of Third Sector Leeds and Forum Central and the partnership arrangements in place, including those with the statutory sector, notably the Third Sector Partnership and Young Lives Leeds. There are also a number of specific commissioning/provider forums where the third sector and statutory partners discuss relevant areas of current or future work. Work with the third sector is underpinned by the Compact for Leeds which is currently being re-freshed, overseen by the Third Sector Partnership.</p>	

Scrutiny Board Recommendation	Agreed (Yes/No)	Initial Response	Recommendation Tracking
<p>Recommendation 7:</p> <p>In maintaining the dialogue with Third Sector partners, by March 2017 commissioners across Leeds health, wellbeing and social care economy specifically:</p> <p>(a) Deliver a 'joint commissioning' workshop for third sector organisations to provide an update on work to establish joint commissioning arrangements and any associated governance framework(s).</p> <p>(b) Consider how to better engage with the third sector across the personalisation agenda.</p> <p>(c) Review options for the best and most effective use of the Supporting Links to Commissioning Manager resource.</p>	<p>Yes</p>	<p>a) There are currently a series of workshops planned to be delivered in the Third Sector, including workshops where commissioners have been asked to present on current commissioning plans. These can be further developed to include broader information on new and developing commissioning arrangements and governance.</p> <p>b) This is part of the current arrangements between ASC and the Third Sector, making use of the existing provider forums which cover a range of client groups. These can be used to support the ASC Better Lives re-fresh and the move to Strength Based Social Care, which has strong links to personalisation</p> <p>c) Through the Third Sector Partnership, individual organisational links, and specific areas of work, such as the joint training noted above, and the recent joint work on establishing the Leeds Social Value Charter, these are already strong, but commissioners will work with VAL to discuss optimum use of the resource</p>	

