

**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

Recommendation Tracker updated for April 2017 Scrutiny Board

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<i>Scrutiny Board Recommendation</i>	<i>Agreed (Yes/No)</i>	<i>Initial Response</i>	<i>Recommendation Tracking</i>
<p>Recommendation 1: 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>	Yes	<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. We welcome the additional oversight Scrutiny Board will bring to this process Forum Central are also supportive of this</p>	<p>Commissioners continue to work closely with Forum Central who have produced the information below in discussion with commissioners: In April 2016 Forum Central was launched as the single health and care third sector network for</p>

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<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>recommendation and look forward to working with Scrutiny Board on this review</p>	<p>Leeds. Funded jointly by LCC and the CCGs, it provides a single point of access for health and care stakeholders to engage with the health and care third sector. It also enables the health and care third sector to have a strategic vehicle to influence and be part of key health and care developments in the city as well as come together, form partnerships and share best practice. Forum Central builds on many years of third sector health and care strategic input from the four third sector infrastructure networks, Leeds Older People's Forum, Tenfold, Volition and the PSI Network. Forum Central is delivered by a partnership of these four organisations and has a membership of over 250 third sector organisations working in health and care.</p> <p>A key focus from the very start of Forum Central was supporting the third sector to have more influence in the development of the STP, (the Sustainability and</p>

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			<p>Transformation Plan). We created the Health and Social Care Leaders Network where people from across our extended membership meet to discuss the third sector offer and how we can raise the profile of what the sector does with CCGs and other partners. The Network has been a huge success and it's great to see our leaders really engaging with each other and owning and shaping this agenda. Meetings have been very well attended and conducted in an atmosphere of positivity and enthusiasm.</p> <p>Forum Central also appointed a representative to the Health and Wellbeing Board, Kerry Jackson, who is the Chief Executive of St Gemma's Hospice. Kerry's appointment and her commitment to this work means that the third sector has a well-respected and listened to voice in this key arena. In addition, Forum Central now have representation on a variety of STP working groups and Boards,</p>

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			<p>all of which strengthens the influence and involvement of the sector at a strategic level. Forum Central have also secured a part-time post to support the third sector engage with the STP-led discussions around the use of data in a one health and care system.</p> <p>Forum Central has worked hard to maintain the special relationships they have with their member organisations, going out to visit them when they can, and facilitating meetings and events where organisations come together to share ideas, best practice and knowledge. They have also maintained involvement with the other infrastructure support organisations in the city, (LCF, VAL, etc.), and have a seat on Third Sector Leeds and the Third Sector Partnership Group. Forum Central value the input of their partners in Health, Transport and the Public sector, and seek to collaborate with them wherever they can, fostering a culture of co-</p>

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			<p>design, co-production and co-delivery, and they have also developed good links with businesses in the private sector, which provides us with a different perspective on their work.</p> <p>Forum Central have strengthened and streamlined their communication processes and recently went 'live' with their new FC website. www.forumcentral.org.uk. From now on their news bulletins will be shared, (except with LOPF who maintain their own website as part of the requirement of the Time to Shine Programme).</p> <p>The specialist areas of Mental Health, Older People, Physical and Sensory Impairment and Learning Disability continue to receive bespoke support and focused strategic work:</p> <p>Physical and sensory impairment</p>

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			<p>Whilst the last 12 months has been a period of great change and activity for all Forum Central partners, it marks a particular landmark for the PSI Network. The network became an independent Charitable Incorporated Organisation (CIO) in March 2016. Since then Forum Central have built up membership, raised the profile of the network and of disabled people's issues, and ensured that third sector disability organisations are involved with the work of Forum Central.</p> <p>Membership of the PSI Network currently stands at 53 organisations, and this number is steadily increasing. Members range from grassroots self-help and peer support groups operating on a shoestring budget, local organisations delivering services commissioned by the council and NHS, to branches of large national charities. Key issues for members are: Understanding what third sector services are available for</p>

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			<p>disabled people; Ways of combating social isolation; Increasing employment opportunities; Increasing the uptake of personal budgets and direct payments; Better support for carers; Improving access and transport</p> <p><i>“The difference made to the PSI Network is incredible. Members have increased and it is refreshing to be at other meetings and they are talking about PSI.”</i> PSI Network trustee.</p> <p>Learning disabilities</p> <p>The Tenfold membership currently stands at 100 members. Members range from larger, national organisations, such as Mencap, Wilf Ward Family Trust and Hft, to small User Led Organisations and projects, such as Get Cooking, which operate on a tiny budget. The membership is rich and</p>

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			<p>diverse and encapsulates most organisations which provide LD services across the city.</p> <p>Forum Central continue to deliver the Tenfold Member meet ups which provide an arena for speakers to share information about relevant topics and where members can meet informally, to share ideas, good practice, concerns and challenges, and build collaborative and effective working relationships. In June 2016 they delivered a hugely successful Market Place event - 70 LD organisations showcased their services and activities and smaller groups showed off their talents, with performances from choirs, drama groups and arts and crafts demonstrations.</p> <p><i>“We had a stall at the Tenfold event for the Learning Disability Week. It was an absolutely fantastic experience and a great opportunity for me to find out all the great work being done in</i></p>

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			<p><i>Leeds. We felt it a very worthwhile experience and learned so much and hopefully had an impact also."</i></p> <p>Affinity Trust</p> <p>Forum Central continue to provide support to the LD Partnership Board, and attend the Health Task Group to represent the third sector. They have also secured a place on the Leeds TCP (Transforming Care Plan) Board, to ensure the voice of members is heard in the discussions about how they provide care to vulnerable people with profound and complex needs and those in crisis. Members have a contribution to make to the development of new service models with community elements.</p> <p>Forum Central have worked closely and developed good relationships with the Care Management Team, on the Strengths Based Social Care Model. Following on from the success of the 'Pop Up' sessions, (a simple innovation where up to 5</p>

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			<p>members attend Technorth over a lunchtime period per month), they delivered a very successful and hugely interactive event for care managers, social workers, commissioners, council directors and a range of Tenfold members, to explore the development of the SBSC model further.</p> <p><i>“We need more events like this to promote shared working and ways of how we can develop new ideas together”</i></p> <p>The project, called ‘Being Me’, will be an important work stream in 2017, and has already been extended by having ongoing discussions with the Transitions Team, to develop the range of support for post 18 provision from the third sector. They will also work closely with the SEN Team at Leeds CC, and consult and engage with members to ensure their views and ideas are heard, and that they play a key role in supporting people, including young</p>

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			<p>people, in community settings in the future.</p> <p>As the lead partner for the Being Connected strand of the LD Strategy, they continue to develop in roads into Employment opportunities and they convened a mapping meeting where all the partners who support this agenda were invited to talk about and share their work and their approaches. This provided a good platform for making better connections across work streams, and this work will continue to be a priority in 2017 – extending across the whole of the FC specialist areas.</p> <p>Mental health</p> <p>In Leeds, Forum Central members have continued to be key partners of the mental health partnership board, driving forward the change pilots from the mental health framework and advocating for mental health to achieve equal</p>

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			<p>status and investment as physical health.</p> <p>As an active member of the steering group, they have promoted MindWell, the new go-to mental health information resource in Leeds, to their members and partners. They have hosted Nicola Gallear, who writes all the copy for the website in such a sensitive and informed way, with those in the Forum Central office.</p> <p>They also continue to support other mental health initiatives in the city: the Mindful Employer network, Discovery College, suicide prevention activities, changes to Leeds & York Partnership Foundation Trust's secondary mental health services, and the development of the mental health needs assessment.</p> <p>At a health and care strategic level they have always aim to raise the profile of mental health wherever they go and they support the</p>

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			<p>Health and Wellbeing Board to better understand the importance of mental health to their role.</p> <p>Older people</p> <p>This year has been characterised by an even greater urgency in the discussions about how the sector supports an increasingly ageing population. Greater health and social care integration has started to deliver better outcomes for older people though increased referrals coupled with members / service users with higher level needs has tested the capacity LOPF's members. Members continue to deliver a fantastic range of initiatives to tackle a whole host of issues whether it be dementia, loneliness, falls prevention, IT skills or being an invaluable safety net.</p> <p>LOPF has a board of active volunteers; they have monitored changes to provision such as care homes and experiences hospital discharges, advocating the views</p>

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			<p>of older people. They continue to actively represent the membership on the Best City to Grow Old in Breakthrough Project and Ageing Well Board.</p> <p>They continue to promote positive representations of older people and their organisations; they make such a valuable contribution to the city of Leeds. This culminated in the International Day of Older People celebrations in Leeds. A number of these events were awarded grants* by the IDOP Planning Committee. A total of £3,560 was awarded and 18 organisations received funding. Highlights included Age UK Leeds' Scribblers group book launch, Bramley Elderly Action's Scarecrow Festival and Skippko City Snaps project.</p> <p>LGBT+ Mapping Project</p> <p>As a partnership, Forum Central secured funding from Leeds Community Foundation for the</p>

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			<p>LGBT+ Mapping Project, which has uncovered a vast number of LGBT+ community groups and informal networks. Research into the needs of LGBT+ communities has taken place, supported by a very active Project Advisory Group. The report will launch mid-April along with a google map of all groups found through the project. Keep a look out on our new website!</p> <p>In Conclusion</p> <p>The work of Forum Central is an important part of how we transform health and social care services in Leeds. As Forum Central, the sector has now got an even better foot hold in to many of the strategic Boards and groups in Leeds, and the breadth and depth of their collective membership means that they add solutions and reality to these discussions. Forum Central will continue to profile the sector and explore what it could look like in the future Health and Social</p>

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			Care landscape, whilst keeping the focus on reducing health inequalities for some of the most vulnerable people in Leeds.

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<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. Commissioners can share this information with Scrutiny Board as it develops further as budgets become set for 2017/18 and beyond</p>	<p>Commissioners have now shared their commissioning and de-commissioning plans, in the context of wider budget information.</p> <p>This has been used to inform specific commissioning activity, including reviews and procurements (e.g. Care Homes, Neighbourhood Networks, Community Intermediate Care Beds) and wider partnership working, including joint commissioning work under the Better Care Fund, and to inform plans for the Improved Better care Fund in 2017</p>

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<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>	<p>As well as the activity noted above, this will now sit in the Leeds Health and Care Plan, as part of the broader west Yorkshire STP), which has been picked up elsewhere by Scrutiny.</p> <p>The positive engagement of the Third Sector in the Leeds Health and care Plan has been noted.</p>

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<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 work.</p>	<p>This work now sits overall in the work to establish Accountable Care Systems in the city.</p> <p>This will be based on a Population Health Management approach, looking at both populations by geography (neighbourhood) and by particular condition (e.g. COPD, Diabetes). As this work develops, there is already a strong recognition for the need for NHS providers to actively engage with the third sector.</p> <p>A key element will be supporting the Leeds Health and Care Plan, especially the area of focus on 'Self-Management, Proactive & Planned Care' which is where the Third Sector will probably have the largest potential impact.</p> <p>The broad outcome of this work is to have <i>Seamless, coordinated and local easily accessible care - 'Find me, support me and decide with me'</i></p>

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		<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 reducing health inequalities.</p>	<p>Key actions will we take over the next three years to achieve our vision will involve engagement with the Third Sector and include:</p> <ol style="list-style-type: none"> 1. We will develop a new landscape of integrated, mutually accountable provision working towards common goals based on the need of populations and empowered local health and social care teams- by September 2018. 2. We will develop an integrated person-centred workforce sharing values and dedicated to quality improvement.- by September 2018 3. We will develop a new payment and incentive mechanisms supported by better use of information and technology by September 2018 4. We will embed self-

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		<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 Leeds.</p>	<p>management approaches for people of all ages and all health and care needs; by developing new tools and services less focused on health interventions and more focused on you and your strengths, and by training our workforce to help you look after yourself - By September 2018</p> <p>5. We will improve the whole care pathways for people living with frailty and long term conditions, including those known to be at high risk, and those with low to moderate mental health needs, to help people live healthy and fulfilling lives, reduce avoidable deaths and tackle health inequalities</p>

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		<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 people. Additionally, this work 	<p>In regard to specific organisations:</p> <ul style="list-style-type: none"> • Work is continuing between LYPFT, the third sector MH organisations, and commissioners to look at the most effective way to implement the 'Memorandum of Understanding' that has been developed, whilst ensuring the third sector is appropriately protected. • LCH work on stakeholder engagement is currently underway and will be completed by July 2017 • As with LYPFT and LCH, the LTHT work will be continued as a key element of any implementation of accountable care system.

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		<p>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 	

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		<p>committed to supporting this approach.</p> <p>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</p>	

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<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 (2016-2021).</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 	<p>(a) The development of the Health and Wellbeing Board continues to demonstrate high support and inclusion of the Third Sector in reducing health inequalities and working with people. Examples include:</p> <ul style="list-style-type: none"> • Health and Wellbeing Board workshop on involvement and engagement led by the Third Sector, Healthwatch, Youthwatch and Forum Central • Third Sector involvement in Health and Wellbeing Board discussions focused on Leeds Plan and STP. • Partnership Executive Group (PEG) has held a conversation with Third Sector leadership representatives to identify opportunities for joint development of health and care services. Further conversations are planned for May 2017 • Integration of Third Sector into Board to Board Summits (convening representatives from health and care organisations across Leeds).

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		<p>(ageing well)</p> <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 	<p>Local conversations on the Leeds Plan have included voluntary sector groups. There is ongoing dialogue with both provider groups and Third Sector leadership, which will keep updated. Third Sector will be one of the routes to conversations with the public</p> <ul style="list-style-type: none"> • Forum Central has been consulted as part of this response and offers full support for the approaches taken to involve the third sector across the health and care partnership bodies <p>(b)</p> <ul style="list-style-type: none"> • The Third Sector is developing proposals for further conversations on how improvements to health and wellbeing can be made by utilising the intelligence, skills and experience of the Third Sector. This is currently expected in the autumn • Outputs from the Board to Board Summit includes actions to progress a shared out of hospital model of health and care, in which

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		<p>Healthwatch will play in the 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,</p>	<p>Third Sector will be integral</p> <ul style="list-style-type: none"> • Health and Wellbeing Board members have received a paper on a joint approach to commissioning in Leeds. This was published and is in the public domain. • The Health and Wellbeing Board continues to support market position statements, Social Value Charter and other initiatives that support the Third Sector in the provision of health and social care services <p>(c)</p> <ul style="list-style-type: none"> • The Health and Wellbeing Board maintains strong relationships with a number of other groups, bodies and meetings that support the Third Sector in Leeds. This includes the Third Sector Partnership • Communication is facilitated through shared attendance of the Chief Officer for Health Partnerships and Director of Volition (and representative of Forum Central) of both the Health

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		looking at changing the conversation to work with people in Leeds.	and Wellbeing Board and the Third Sector Partnership

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<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>	<p>This work has been incorporated into the refreshed Compact for Leeds. The final draft of this has been agreed by the Third Sector Partnership in march 2017 and the new compact will be published shortly.</p> <p>The Compact for Leeds (2017) is produced against a backdrop of many communities facing challenges such as poverty and social isolation while public and third sector partners face unprecedented pressures as demands for services increase whilst resources diminish. This climate creates challenges, but there are also opportunities and a drive towards innovation. For</p>

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			<p>example, in July 2016 partners from across Leeds launched its Social Value Charter which sets out clear aims for all sectors in Leeds to be enterprising, work together, create employment opportunities and keep the Leeds pound in Leeds.</p> <p>Developing new ways of working requires strong relationships and good communication. As partners face new challenges it will be more important than ever to work closely and transparently, while understanding the constraints partners may have to operate under. All partners should aim to use the guidance of the Compact as their benchmark and, if for any reason this is not possible, be clear about the reason for these limits.</p> <p>The Compact aims to take account of:</p> <ul style="list-style-type: none"> • the frequently changing policy context, • challenging financial pressures,

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			<ul style="list-style-type: none"> • the differing and rapidly changing context in which partners operate, • the challenge of maintaining collaborative working in a more competitive environment, • the regular turnover in personnel who need to be aware of the Compact, • partners' existing performance management and quality assurance requirements and other audit and reporting arrangements. <p>It is recognised that in order for the Compact to be a live and influential tool, it will:</p> <ul style="list-style-type: none"> • need to be the subject of ongoing promotion, • drive development of good practice. <p>The Compact can shape the culture and practice that helps partners to deliver on the City Priorities. It will contribute to the</p>

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			<p>development of the thriving third sector set out in the Third Sector Ambition Statement. In its implementation, it can facilitate the action of civic enterprise and the aspirations of the city partners.</p> <p>The Compact is based on a clear set of Values, supported core principles:</p> <p>Compact Values</p> <ul style="list-style-type: none"> • everything that we do as partners is done for the benefit of the people of Leeds, enabling resilient communities where citizens take action to make a difference, ▪ we share a commitment to the city ambitions, the spirit and practice of civic enterprise, ▪ we share a commitment to maintaining and developing a thriving third sector, ▪ we recognise that we are interdependent and work together for mutual benefit, ▪ we have to work within available

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			<p>resources that are linked to current priorities,</p> <ul style="list-style-type: none"> ▪ we accept our responsibility to make the partnerships that serve the city effective. <p>Compact Principles</p> <p>Maximising Social Value Creating a compassionate Leeds where everyone benefits from the city’s economic growth and public and third sector partners promote social responsibility, building social capital and delivering social value.</p> <p>Working Together Creating a Leeds where partners work together to more effectively meet the needs and aspirations of the people of the city.</p> <p>Engaging Communities Creating a Leeds where partners work together to ensure that, individually and collectively, people have a voice that shapes decisions and makes a difference.</p> <p>Building Resilient Communities and a Dynamic Third Sector</p>

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			<p>Creating a Leeds where partners work together to support communities to become stronger, so that they can take a full part in the development of the city, recognising we need to build third sector capacity in order for it to support resilient communities and deliver services effectively.</p> <p>Sharing information Creating a Leeds where partners are open and share information and intelligence, so that everyone can make informed decisions in the interests of the people of the city.</p> <p>Maximising the Impact of Resources Creating a Leeds where partners work together to support innovation, encourage enterprise and ensure that the available local and external investment, in-kind contributions and other resources are used in the most effective way and are directed at the agreed priorities and the needs of the people of Leeds.</p> <p>Promoting Volunteering Creating a Leeds where partners work</p>

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			<p>together to ensure that formal and informal volunteering is encouraged, promoted, valued and recognised.</p> <p>Promoting Equality, Fairness, Good Community Relations and Equity of Outcomes for All</p> <p>Creating a Leeds where partners work together to ensure that equality, equity and fairness are at the heart of all decision making and where conditions are created for good community relations in all parts of the city and across all communities.</p> <p>The Values and Principles are supported by The Compact for Leeds (2017) Toolkit</p> <p>This is an accompanying document which sets out the standards of practice that partners should seek to apply and that will help them to work together more effectively. The toolkit takes the Compact Principles and ‘looks under the bonnet’, setting out standards of practice that partners</p>

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			<p>should seek to apply and that will help them to work together more effectively.</p> <p>In some cases this toolkit also provides references to more detailed codes of practice that are applied/being developed across the city</p>

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<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-refresh 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>	<p>This work continues to develop, largely overseen by the work of the Third Sector Partnership, Chaired by Councillor Coupar. The group has good attendance from the Third Sector, LCC and CCG Commissioners, other LCC staff, and Universities, and identifies key areas for further work to improve engagement with, and support to, the Third Sector.</p> <p>The range of third sector provider forums continue to be core in delivering this work, supported by forum central as noted in the response to Recommendation 1 above</p>