

Humber, Coast and Vale Health and Care Partnership

Voluntary, Community and Social Enterprise (VCSE) Leadership Programme Steering Group

Update Report – September 2020

Background

In January 2020, the Humber, Coast and Vale Health and Care Partnership with the support of key Voluntary Sector partners successfully applied to take part in the VCSE Leadership Programme (Wave 2) funded and supported by NHS England. This programme aims to facilitate better partnership working between STPs/ICSs and the VCSE sector and enhance the role of the sector in strategy development and the design and delivery of integrated care in communities. The programme provides funding for the voluntary sector to develop alliances or groups to enable them to play an active role as part of a mature integrated care system. It also provides independent facilitation and a range of hands-on support activities.

The Humber, Coast and Vale (HCV) Partnership recognises the voluntary sector as a key partner in delivering transformation of health and wellbeing in our region. The sector is critical in the delivery of integrated and personalised care and helping to reduce health inequalities. As of 4th May 2020 the HCV Partnership is a newly recognised Integrated Care System (ICS), and the VCSE Leadership Programme represents an investment in and commitment to the increased visibility and engagement of the voluntary sector in the design and delivery of integrated health and social care and improving health outcomes in Humber, Coast and Vale.

The Leadership programme itself, as funded by NHS England, runs to end March 2021 and we do not anticipate any further funding from NHSE beyond this date.

Aims of the Programme

The overarching objective for the programme is *the agreement and implementation of a mechanism for the voluntary, community and social enterprise (VCSE) sector to engage with, influence and participate as equal partners* in the work of the HCV Partnership to improve the health of the populations we all collectively serve.

Through participation in the programme we are working with the voluntary sector towards the following outcomes/benefits for the Partnership:

- increased VCSE sector involvement and visibility in design and delivery of integrated care;
- embedding of partnership working between the VCSE sector and local out of hospital care (in particular through emerging Primary Care Networks);
- improved relationships and deeper trust between VCSE and statutory sector partners in all six 'places';



- improved recognition and mutual understanding amongst statutory partners of the structures, role, value and impact of the VCSE sector and commitment to sustain an equal partnership beyond the lifetime of the programme.

Please read on for information on the Programme Work Plan which is being developed, as this will map out the journey towards achieving our aims.

Formation of VCSE Steering Group and Nomination of Chair

The programme originally kicked off in early 2020 with various teleconferences and face-to-face meetings with stakeholders from across the voluntary sector, health, and local government. This included a face-to-face workshop ran in March 2020 and facilitated by NCVO, which considered what the programme would like to achieve, how it would do so, and was attended by 20 representatives from across the health and care and voluntary sectors.

Progress was then halted by the outbreak of the coronavirus pandemic for several months, but following calls in May the voluntary sector with the support of the HCV Partnership chose to resume the programme as a vehicle by which to build on the gains and successes achieved through crisis-response and partnership-working with the public sector during the pandemic. This required the formation of a Programme Steering Group (an action from the March NCVO workshop) to accurately represent and reflect the diversity of our Partnership's six 'places,' and to guide the programme for the duration of its lifetime towards its aims and ambitions.

An electronic nomination process was carried out in May 2020 where voluntary sector representatives of the six places (East Riding, Hull, North Lincolnshire, North East Lincolnshire, North Yorkshire, York) mutually agreed a single colleague each to represent their place, organisations and views as a member of the Steering Group. Jan Garrill, Chief Executive of Two Ridings Community Foundation, also joined the Steering Group at this time as the holder of the funds for the programme and in order to enable an independent sector perspective exclusive of the six places. Four more representatives were also recruited to the group from the statutory sector – these being one health colleague and one local government colleague each from both of the Partnership's geographical sub-systems of Humber and North Yorkshire/York.

The nomination for the Chair role of the Steering Group comes from the VCSE members of the group and can only be served by a VCSE colleague for a period of 6 months unless an extension to service has been formally agreed. The first Chair of the group is Jason Stamp, Chief Executive of the Forum and place rep for Hull, as agreed by the Steering Group at their Development Session on 6 July.

Forming and embedding the Steering Group at pace during the pandemic and while the pandemic was still at its peak has enabled the voluntary sector to be factored into conversations around system reset, recovery and restoration from an early stage, and has enhanced visibility and appreciation of the sector's role which is still ongoing.

Terms of Reference and Membership

The Terms of Reference were drafted and adopted by the Steering Group at their July meeting and are attached as an Appendix to this report, with the overarching vision for the group noted as:

“...to influence and facilitate greater collaboration between the Humber, Coast and Vale Health and Care Partnership and the Voluntary, Community and Social Enterprise Sector, enhancing the role of the VCSE sector in the delivery of the transformation of health and wellbeing and cementing their role as a key strategic partner.”

The Terms of Reference also detail the group’s objectives, principles of working, responsibilities and decision-making protocols. Please see Appendix A.

The final membership of the Steering Group including statutory sectors reps who will join the group formally from the September meeting is given in the table below:

Role / Sector Representative	Name	Job Title	Organisation
Finance Lead	Jan Garrill	Chief Executive	Two Ridings Community Foundation
East Riding Representative	Andy Barber	Chief Executive	HEY Smile Foundation
North Lincolnshire Representative	Susan Oliver	Chief Executive	Humber and Wolds Rural Action
North East Lincolnshire Representative	Pippa Robson	Deputy Chief Officer	Forum
York Representative	Alison Semmence	Chief Executive	York CVS
Hull Representative	Jason Stamp (Chair)	Chief Officer	Forum
North Yorkshire Representative	Leah Swain	Chief Executive	Community First Yorkshire
Humber Geographical Partnership Representative	Erica Daley	Chief Operating Officer	NHS Hull Clinical Commissioning Group
North Yorkshire and York Geographical Partnership Representative	Wendy Balmain	Director of Strategy and Integration	NHS North Yorkshire Clinical Commissioning Group
Humber Local Authority Representative	John Skidmore	Director of Adults, Health and Customer Services	East Riding of Yorkshire Council
North Yorkshire and York Local Authority Representative	Richard Webb	Director of Health and Adult Services	North Yorkshire County Council

Humber Coast and Vale Partnership Office	Lindsay Cunningham	Head of Communications and Engagement	Humber Coast and Vale Partnership Office
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Summary of Meetings and Development Sessions held to date

To date the Steering Group has participated in the following meetings and accompanying development sessions; these are accompanied by a summary of the agenda items where an agenda was present:

Thursday 11 June 2020 – meeting with Stephen Eames, HCV System Lead

Introductory meeting for the newly formed Steering Group with HCV System Lead and Independent Chair

Monday 19 June 2020 – Steering Group meeting

Covid-19 Sector Resilience Survey – planning and next steps with Rose Regeneration

Reflections on meeting with Stephen Eames

Work Plan discussion and key areas of strategic focus

Steering Group's position and role within HCV Operating Arrangements (TOR, membership, roles and responsibilities, communications to wider sector)

Programme Resourcing

Monday 6 July 2020 – Development Session

Session for the Steering Group to better get to know each other and develop/finalise the emerging priorities for inclusion in the Work Plan, and nominate the Chair

Monday 20 July 2020 – Steering Group meeting

Finance update

Volunteering update

Programme Resourcing

Agree programme expenditure proposals

Local Authority / Health representation on the Steering Group

IVAR Research proposal and Rapid Change & Improvement work

Agree TOR

Monday 17 August 2020 – Steering Group meeting

Finance update and invoicing arrangements

Finalise programme resourcing proposals

Reflections on 11 August action planning session with Rose Regeneration

New Workstream proposal – sustainability and investment, to be added to Work Plan

NHS Volunteer Responders

BAME Trustee Recruitment

Liaison Leads / LRFs / Voluntary Sector Emergency Partnerships update

Communications update

Monday 24 August 2020 – Development Session

An opportunity to meet and greet with the new members of the Steering Group from the Statutory Sector, the latter who would then join the Steering Group formally from 14 September. The session also explored existing VCS engagement and governance taking place across localities.

Monday 14 September 2020 – Steering Group meeting

Covid-19 Sector Resilience Survey – Draft report and feedback with Rose Regeneration
 Finance update
 Workstream updates and arrangements for future reporting
 Communications update

Two separate sessions have been held relating to the work of the Programme Steering Group. One of these was a meeting on 11 June with the HCV Independent Chair and System Lead, Professor Stephen Eames, to consider the role of the voluntary sector across the ICS and going forwards as part of reset and recovery planning across the NHS. It was agreed the group will meet quarterly with Stephen going forwards with the next meeting scheduled for late September.

An additional “action planning session” took place as part of the work with Rose Regeneration on 11 August (see below) to consider the early findings of the Sector Resilience Survey and the formation of recommendations which may be made as the Partnership moves towards restoration of services and new ways of working that would ideally include wider engagement and co-production with the voluntary sector. This was attended by various stakeholders across health and care and the members of the Steering Group, including their statutory sector colleagues (listed above). It was facilitated by Rose Regeneration.

Steering Group meetings occur 4-weekly on Mondays and are accompanied by ad hoc development sessions where it is felt that an area of work would benefit from more targeted discussion outside of steering group business. An additional development session focusing on Health Inequalities and Black, Asian and Minority Ethnic (BAME) inclusion and diversity is scheduled for 28 September 2020.

Covid-19 Sector Resilience Survey and Report

Following the formation of the Steering Group, and in coordination with wider colleagues across the Yorkshire and Humber led by Voluntary Action Leeds, voluntary sector partners agreed to collectively work together across the region to produce a Covid-19 ‘Sector Resilience Survey’ aimed at capturing the impact of the pandemic on VCSE organisations and measures put in place to respond to it.

The survey, following its circulation and completion by partners across Humber, Coast and Vale, was successfully commissioned for analysis by Rose Regeneration following a tender process. This would bring together data and intelligence in order to:

- identify the impact of Covid-19 on VCSE organisations and implications for the provision of local services;
- highlight the priorities for support for existing and new organisations in the sector, to come out of this period and thrive (in the context of broader changes to health and care services and the wider economy);
- provide intelligence to share with local, regional and national public bodies and funders including grant providers, to shape investments and ways of working;
- inform multi-agency future planning both short and long term in the next phases of response to Covid-19 as we emerge out of this period and inform partnership working structures moving forwards.

The Leadership Programme is providing the funding to support the Sector Resilience Survey and enable its thorough analysis leading to the production of a comprehensive report to cover the Humber, Coast and Vale region. It is hoped that this survey can be used with a diverse range of funders, commissioners and key stakeholders and partners across the HCV Partnership to support the continued development of collaboration with the voluntary sector.

The report is intended to provide a detailed picture of the strength of the sector, key trends, and associated challenges to inform a strategic discussion around how the sector can continue to play a vital role in the health and care landscape as we continue to live with Covid-19 and its impacts across HCV in the months ahead.

The draft report from Rose Regeneration will be reviewed by the Steering Group at its meeting on 14 September and a final version will be shared with the wider sector and partners towards the end of the month / early October at the latest.

VCSE Work Plan update

The Steering Group has opted to develop a Work Plan as part of their role and to help drive forwards the work of the Leadership Programme towards its aims and ambitions.

The Work Plan priorities and their named leads were agreed at the July meeting of the Steering Group and are provided below for reference:

Workstream Priority	Named Lead
System Transformation	Jason Stamp (Hull)
Digital	Susan Oliver (North Lincolnshire)
Commissioning	Pippa Robson (North East Lincolnshire)
Workforce (including Volunteering)	Leah Swain (North Yorkshire)
Health Inequalities and Prevention	Andy Barber (East Riding)
Mutual Understanding	Alison Semmence (York)
Sustainability and Investment	Jan Garrill

The statutory sector members of the Steering Group will support their voluntary sector colleagues to achieve the objectives which will be set within the Work Plan. The Work Plan itself

is under development and will be a more detailed though high level, 'live' document summarising aims and objectives, deliverables, timescales, outputs and outcomes. Additional programme resourcing will support the development of this plan – please see the next section for more information on this.

Workstream progress against the Work Plan will be monitored via the Steering Group and updates shared via this newsletter.

Programme Resourcing and Management

The VCSE Leadership Programme and voluntary sector engagement work more generally across the HCV Partnership is currently managed by the HCV Partnership Office with the support and direction of the new Steering Group. Going forwards it is felt that the Steering Group and voluntary sector programmes need more dedicated capacity and to this end the Steering Group has developed a proposal for additional resourcing.

The Leadership Programme provides existing resource of £80,000 from NHS England and Improvement (2019/20 funds of £55,000 and 2020/21 funds of £25,000). This funding is managed and held by Two Ridings Community Foundation on behalf of the programme and they provide monthly expenditure reports to the Steering Group.

In order to progress workstreams as part of the developing Work Plan, the Steering Group has agreed a programme budget for the available £80,000 and this is summarised in the table below. This includes participatory payments to the members of the Steering Group for their involvement as Chair and/or leading their workstream activity identified in the Work Plan, as well as the significant ask of colleagues' time, at an agreed £150 day rate for 2 days p/m per member of the group. It further incorporates the Research/Evaluation work undertaken by Rose Regeneration and any further supporting activity required around this. Additionally, the Steering Group has identified a potential need for funding of thematic / place-based work to support and complement the delivery of the Work Plan and this is calculated at £2,500 per each of the 6 places comprising the HCV Partnership (East Riding, Hull, North Lincolnshire, North East Lincolnshire, North Yorkshire, York).

This leaves uncommitted funds of £26,680 as shown in the summary table below and this will allow the programme some flexibility over the next 6-12 months. This will include enabling funds for VCSE leaders and colleagues who are not members of the Steering Group to be reimbursed for their involvement within the programme and the HCV Partnership more widely, such as additional participatory payments to 'subject specialists' e.g. mental health, health inequalities, unpaid carers, housing and low income families to name only a few. The long term ambition is that this will enable a wider number of VCSE leaders to be integrated into ICS governance boards, collaborative commissioning and pathway redesign across the Humber, Coast and Vale geography.

Due to the Covid-19 interruption the expenditure summarised below covers the period July 2020 – July 2021:

TOTAL BUDGET	£80,000
Participation Payments	£25,200
Research / Evaluation	£13,120
Place Based / Thematic Activity	£15,000
TOTAL EXPENDITURE	£53,320
BALANCE REMAINING	£26,680

Additional resource for a Programme Lead post with a salary range of £45-60k and a management fee for a host organisation in the voluntary sector is being sought from the wider HCV Partnership Executive Board. The role would be a fixed term post for one year.

This proposal is currently with the Partnership for review and a further update will be provided next time. The host organisation for the role, if the proposal is successful, has been agreed by the Steering Group as York CVS with line management provided by Alison Semmence, Chief Executive.

We hope that you have found this to be a useful update and can share with your networks and colleagues across the Voluntary Sector in Humber, Coast and Vale.

If you have any queries relating to this report please do not hesitate to contact Jason Stamp (Steering Group Chair) jason@nbforum.org.uk, Linsay Cunningham (HCV Partnership Lead) linsay.cunningham@nhs.net or Candice Dowson (HCV Programme Management) candice.dowson@nhs.net.

Appendix A – Programme Steering Group Terms of Reference

Terms of Reference Humber, Coast and Vale Health and Care Partnership Voluntary, Community and Social Enterprise Sector (VCSE) Leadership Programme Steering Group

Vision

The core objective of the VCSE Leadership Programme is to influence and facilitate greater collaboration between the Humber, Coast and Vale Health and Care Partnership and the Voluntary, Community and Social Enterprise Sector, enhancing the role of the VCSE sector in the delivery of the transformation of health and wellbeing and cementing their role as a key strategic partner.

Objectives

The objectives for the VCSE Leadership Programme Steering Group will be to:

- Provide direction and leadership to steer the delivery of the VCSE Leadership Programme;
- Ensure the VCSE Leadership Programme achieves its aims and ambitions;
- Represent and champion the wider Voluntary, Community and Social Enterprise organisations across the region being cognisant of their value, complexity and innovation;
- Provide constructive challenge across other programme areas of the ICS/Partnership and developing effective mechanisms to enable this;
- Develop an approach, values and ethos which enable proactive and collaborative responses as well as reactive action where required in the 21st Century health and care system;
- Play an influential role in the HCV Partnership's key priority areas of health inequalities, prevention and public health.

Principles

The guiding principles that inform how the HCV VCSE Leadership Programme Steering Group will undertake its duties are:

- Strategic – thought leadership and design;
- Influential;

- Collaborative, “one team”;
- Always evolving and adapting, resilient;
- Honesty and transparency;
- Supportive culture;
- Focus on health inequalities;
- Selective – focusing energy where it matters;
- Enabling; and
- Advocacy – the VCSE Sector as equal partners in the health and care economy.

Responsibilities

The responsibilities for the HCV VCSE Leadership Programme Steering Group will include:

- enabling increased VCSE sector involvement and visibility in the design and delivery of integrated care;
- supporting and influencing improved relationships and deeper trust between VCSE and statutory partners across all six ‘places,’ building on those which have been created or cemented during the Covid-19 response;
- developing the detailed Work Plan for the VCSE Leadership Programme to deliver;
- engaging and communicating with VCSE organisations across the Partnership and wider, ensuring a two-way dialogue is maintained throughout the lifetime of the programme with mutually-agreed frequency and means;
- representing the VCSE sector across Humber, Coast and Vale and on behalf of the wider sector – carrying the trust of colleagues to speak on behalf of and in support of the sector;
- monitoring programme activities and expenditure;
- providing a supportive role to other groups and programmes across the Partnership as needed.

Membership/Representation

The membership of the HCV VCSE Leadership Programme Steering Group is set out in Annex A.

The membership of the HCV VCSE Leadership Programme Steering Group can be amended by agreement of the membership.

The members can request, subject to agreement of the membership, that other parties can be co-opted onto the group for specific discussions.

In order to embed the senior level buy-in required for the programme as well as the need to maintain programme consistency, Statutory Sector representatives from health and local government within the membership should endeavour not to delegate meeting attendance to deputised colleagues.

Decision making

Members of the HCV VCSE Leadership Programme Steering Group are accountable to their own organisation and to the wider VCSE sector within the ‘place’ that they represent. In the group

members will provide a strategic view from the VCSE sector to inform recommendations, policies and strategic direction.

In order to ensure that the VCSE Leadership Programme remains driven by the VCSE sector, it is agreed that non-VCSE (Statutory Sector) representatives who join the Steering Group should not have voting rights pertaining to decisions required by the group and the programme.

Annex B sets out the governance diagram for the HCV VCSE Leadership Programme Steering Group.

Management of meetings

The HCV VCSE Leadership Programme Steering Group will be chaired on a 6-monthly basis by the North Yorkshire/York or Humber Geographical Partnership VCSE Chair. The Chair will be drawn from the existing membership and will rotate every 6 months between North Yorkshire and Humber. The Chair can serve an extended length of term by agreement of the membership.

The HCV VCSE Leadership Programme Steering Group will meet on a monthly basis.

The meetings of the HCV VCSE Leadership Programme Steering Group will be administered by the Humber, Coast and Vale Partnership Office or as determined by the needs of the group membership.

The agenda for the meeting will be agreed with the Chair and circulated in advance of the meeting. Any items or papers for the agenda should be submitted to the Humber, Coast and Vale Partnership Team via hullccg.hcvstppmo@nhs.net at least 10 days prior to the weekly meeting.

The agenda, meeting notes and papers will be available on request to the wider VCSE sector partners and Steering Group members will be responsible for messaging and communications within their respective 'place.'

Review

The HCV VCSE Leadership Programme Steering Group shall review these terms of reference annually or as required to ensure they remain up to date and in line with Humber, Coast and Vale Partnership operating arrangements.