

Voluntary, Community and Social Enterprise Sector MEMORANDUM OF UNDERSTANDING

Integrated Care Board Meeting

14th October 2022

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Purpose of Paper	
<p>The purpose of this paper is to:</p> <ul style="list-style-type: none"> • To update the Operational Executive on the development of the VCSE and ICS Memorandum of Understanding (MoU) – appendix 1. • To give the Operational Executive the opportunity to provide feedback on the draft MoU. • To set out the plan for further socialisation and adoption of the MoU. 	
Key Issues / Points to Note	
<ul style="list-style-type: none"> • Development of a VCSE and ICS Memorandum of Understanding is a requirement set out in the ICS Design Framework. • The draft MoU has been developed through engagement with VCSE organisations across South Yorkshire. Further engagement will be undertaken. • The draft MoU describes the high-level relationship between the ICS and VCSE building on existing Place arrangements and offering a framework to connect the VCSE across Places and with system level work. • Further detail for the partnership arrangements between the VCSE and with the ICS is being developed through the VCSE Alliance and will be set out in its terms of reference. • A number of priorities to enable strong partner work have surfaced through the engagement including strengthened communications, co-designing new commissioning approaches, developing a VCSE investment strategy and embedding the VCSE and volunteering within the One Workforce Strategy. 	
Is your report for Approval / Consideration / Noting	
For consideration.	

Recommendations / Action Required by the Board
<p>The NHS South Yorkshire Operational Executive is asked to:</p> <ul style="list-style-type: none"> • Note the engagement work undertaken with the VCSE to develop the draft MoU. • Review the draft MoU and share feedback to support its continued development. • Support the next steps for socialisation and adoption of the MoU.
Board Assurance Framework
Not applicable
Are there any Resource Implications (including Financial, Staffing etc)?
No immediate funding required, but there are longer term associated resource implications.
Have you carried out an Equality Impact Assessment and is it attached?
No
<i>Have you involved patients, carers and the public in the preparation of the report?</i>
No, but significant engagement has been undertaken with VCSE partners.

1. Purpose

The purpose of this paper is:

- 1.1. To update the Operational Executive on the development of the VCSE and ICS Memorandum of Understanding (MoU).
- 1.2. To give the Operational Executive the opportunity to provide feedback on the draft MoU.
- 1.3. To set out the plan for further socialisation and adoption of the MoU.

2. Policy Context

- 2.1. The ICS Design Framework states “We expect that by April 2022 Integrated Care Partnerships and the ICS NHS body will develop a formal agreement for engaging and embedding the VCSE sector in system level governance and decision-making arrangements, ideally by working through a VCSE alliance to reflect the diversity of the sector. These arrangements should build on the involvement of VCSE partners in relevant forums at place and neighbourhood level. A national development programme is in place to facilitate this in all areas” (Page 28).
- 2.2. This is reinforced by ‘Building Strong Integrated Care Systems Everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector’ which states “The VCSE sector is a key strategic partner with an important contribution to make in shaping, improving, and delivering services, and developing and implementing plans to tackle the wider determinants of health. VCSE partnership should be embedded in how the ICS operates, including through involvement in governance structures in population health management and service redesign work, and in system workforce, leadership and organisational development plans” (page 4).
- 2.3. An ICS and VCSE Quality Improvement Tool is in development nationally and will be aligned with the above guidance, specifically ‘Building Strong Integrated Care Systems Everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector’ (pages 12-13). NHS South Yorkshire has participated in a national working group that has supported the development of the tool.
- 2.4. National policy is increasing the focus on embedding the VCSE within Integrated Care Boards and Integrated Care Partnerships. However, this reinforces our local ambitions and direction of travel as set out in the South Yorkshire and Bassetlaw Five Year Strategic Plan 2019-2024, and highlighted through strong partnership working within our Places.

3. National Learning Programme ‘Embedding the VCSE in ICSs’

- 3.1. In Autumn 2021 SYB ICS joined cohort three in the National Learning Programme ‘Embedding the VCSE in ICSs’. Participation in the programme provided opportunities for learning exchange nationally with ICSs, a small investment of £10k to support development of an MoU and VCSE Alliance, and access to consultancy support from the National Association for Voluntary and Community Action (NAVCA).
- 3.2. The learning from systems highlighted a variety of approaches to developing an MoU, ranging from light touch to in depth. The timeline for development was extended to reflect the 1st July 2022 implementation of ICBs.

3.3. The investment of £10k was transferred to the SYB VCSE Leaders Group (now called the VCSE Alliance Steering Group) and utilised to support their direct participation in developing the MoU.

3.4. NAVCAs consultancy provision has been utilised to support the facilitation of a series of co-design workshops on the MoU, mainly with the VCSE and also with system/place colleagues.

4. Development of the Draft Memorandum of Understanding

4.1. Four co-design workshops have been held from February 2022 to August 2022 with the VCSE and system/place colleagues from across South Yorkshire. The workshops have enabled engagement on a number of the key features of the MoU including the development of a vision, describing the enablers of good partnership working, defining values, and setting out VCSE and ICS 'responsibilities'. Through these discussions the key components of a South Yorkshire VCSE Alliance model and terms of reference also surfaced. Further engagement will be undertaken through increased communications and an event on 3rd November.

4.2. The above engagement has been assimilated with the ICS vision, Compact and developing governance.

4.3. The draft MoU (see appendix 1) has been agreed by the VCSE Alliance Steering Group, and is now ready for socialisation and adoption. The proposed timetable is as follows:

October 2022

- Operational Executive

November 2022

- System Leadership Executive
- Integrated Care Partnership
- Place Committees

December 2022

- Integrated Care Board – Development Session

January 2023

- Integrated Care Board – sign off

5. Recommendations

5.1. The NHS South Yorkshire Operational Executive is asked to:

5.1.1. Note the engagement work undertaken with the VCSE to develop the draft MoU.

5.1.2. Review the draft MoU and share feedback to support its continued development.

5.1.3. Support the next steps for socialisation and adoption of the MoU.

and

Voluntary, Community and Social Enterprise Sector

MEMORANDUM OF UNDERSTANDING

Purpose of Memorandum of Understanding

This Memorandum of Understanding (MoU) is an agreement between the South Yorkshire Integrated Care System (ICS) and the Voluntary and Community Sector (VCSE) in South Yorkshire.

This agreement recognises and values the VCSE as a key partner within the health and care system, and sets out how the ICS and VCSE will work together to improve health and care outcomes for residents of South Yorkshire.

The agreement builds on work undertaken over the past three years to embed the VCSE within the ICS. It reflects progress made to date, and future direction as the health and care system transitions from 1st July 2022 onwards. It is expected that these arrangements will continue to evolve and strengthen.

Policy Context

'Building Strong Integrated Care Systems Everywhere: ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector' (page 4) sets out the importance of the VCSE in systems work:

"The VCSE sector is a key strategic partner with an important contribution to make in shaping, improving, and delivering services, and developing and implementing plans to tackle the wider determinants of health. VCSE partnership should be embedded in how the ICS operates, including through involvement in governance structures in population health management and service redesign work, and in system workforce, leadership and organisational development plans".

The ICS Design Framework (page 28) further sets out an expectation that systems clarify and agree the mechanisms for partnership work:

"We expect that by April 2022 Integrated Care Partnerships and the ICS NHS body will develop a formal agreement for engaging and embedding the VCSE sector in system level governance and decision-making arrangements, ideally by working through a VCSE alliance to reflect the diversity of the sector. These arrangements should build on the involvement of VCSE partners in relevant forums at place and neighbourhood level".

In South Yorkshire, the ICS has made its intentions for partnership work with the VCSE clear in strategy and policy, specifically the ICS Five Year Plan and System Development Plan 2022.

South Yorkshire

South Yorkshire has a population of 1.3 million people living in four towns and cities, or *Places* which are Barnsley, Doncaster, Rotherham and Sheffield.

There are over 6000 registered and unregistered VCSE organisations in this area. The VCSE infrastructure organisations in South Yorkshire are working together to carry out new and aligned state of the sector research in 2022. This will inform an improved understanding of the current size, scope, challenges and opportunities of the sector.

Vision

The South Yorkshire ICS vision is “for everyone in South Yorkshire to have the best start in life, with support to be healthy, and live well for longer”. This vision will be updated in the ICB arrangements.

The shared purpose of the ICS is to deliver the quadruple aim (better health, care, value and reduced inequalities) in order to;

- Improve population health outcomes and;
- Reduce health inequalities for the population of South Yorkshire.

VCSE organisations in South Yorkshire have developed a vision of partnership working for the ICS and VCSE:

An equitable partnership embedding the VCSE at all levels of the ICS, that recognises and values the sector across strategy, delivery, engagement and insight.

South Yorkshire ICS

South Yorkshire ICS comprises:

An Integrated Care Board (NHS South Yorkshire) This is an NHS Statutory body which brings the NHS together locally to improve population health, establish strategic priorities, connect partnership at system and place and make provision for healthcare for the South Yorkshire population.

An Integrated Care Partnership (South Yorkshire Health and Care Partnership) whose core responsibility is to oversee the development of the system plan to meet the Public Health, Social Care and Healthcare needs of the South Yorkshire Population.

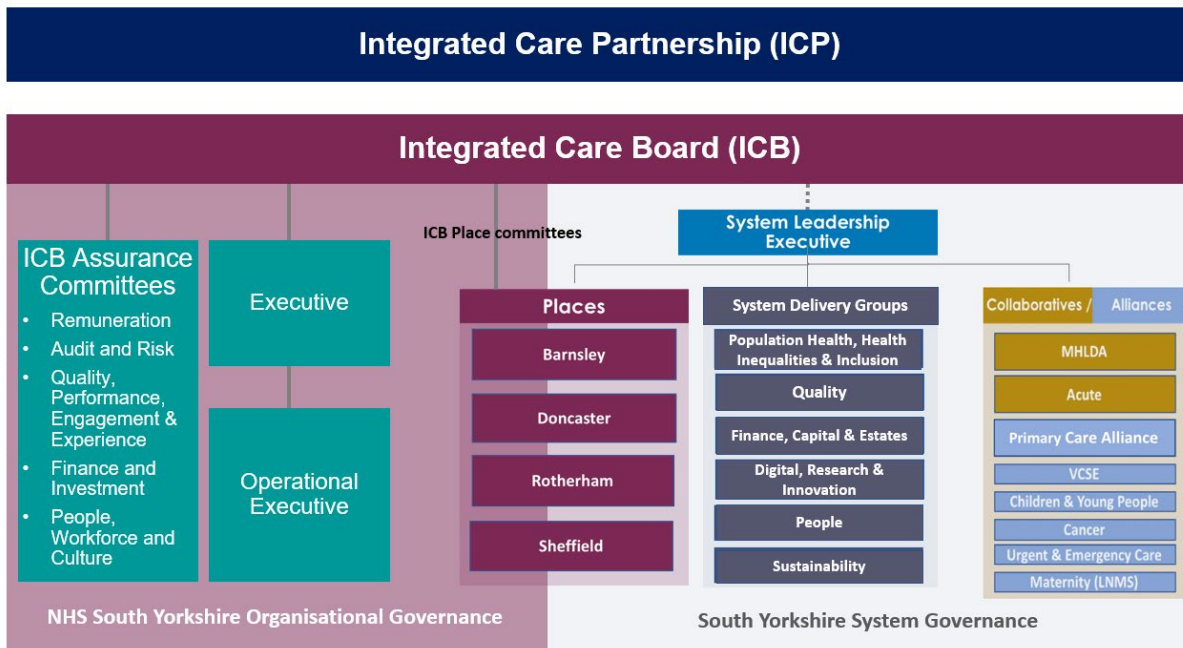
System Leadership Executive comprising health and care leads across Places, Collaboratives and Alliances, and System Delivery Groups.

Place-based partnerships in Barnsley, Doncaster, Rotherham and Sheffield, which bring together the full range of partners across public health, social care, VCSE, health and wider public service to plan and delivery, integrated health and care at Place.

Provider Collaboratives, Alliances and Networks which bring together providers of health and care in groups: mental health, social care, public health, primary care, hospitals, VCSE, working together across South Yorkshire and in each Place providing joined up integrated care.

System Delivery Groups which are multi sectoral and multi care and profession groups who collaborate to develop strategies and plans, share good practice and learning, monitor quality and delivery with a focus on the South Yorkshire population as a whole and each of its Place populations. They operate through mutual accountability and consensus and accountability is through member organisations.

The diagram below illustrates the inter-connectivity and accountabilities of these groups:



One of the Alliances identified in South Yorkshire ICSs structure above is the VCSE Alliance.

South Yorkshire VCSE Alliance

The VCSE Alliance will be the primary route through which VCSE organisations engage in South Yorkshire ICS. The Alliance comprises a Steering Group and a Network (see figure 1).

Steering Group

An ICS VCSE Leaders Group was established in 2020 to offer joined up VCSE voice and partnership across the system. The group has been a strategic conduit between the ICS and the frontline VCSE. The group will now form the Steering Group of the South Yorkshire VCSE Alliance.



Figure 1: VCSE Alliance Structure

The Steering Group comprises leaders from the South Yorkshire Community Foundation and the four place based VCSE infrastructure organisations in South Yorkshire - Barnsley CVS, Voluntary Action Doncaster, Voluntary Action Rotherham and Voluntary Action Sheffield. Bassetlaw CVS has been a member since the groups inception, and its continued involvement will be valued through a year of transition. This relationship will be described in more detail in the VCSE Alliance terms of reference.

The group is chaired by one of its members who is also the VCSE Senior Responsible Officer (SRO). Chairing involves planning and chairing meetings, and working closely with the ICS Prevention Programme Manager.

The groups members will ensure that connections are strengthened with VCSE networks within each of the Places and across communities of interest.

Minutes will be taken of meetings, and shared on a public platform.

The Steering Group will convene a Network of VCSE organisations.

VCSE Network

The South Yorkshire wide Network will enable VCSE organisations to participate in the ICS in a variety of ways including networking, information exchange, co-design opportunities on shared priorities and participation in South Yorkshire level ICS meetings. It will also offer space to further develop the VCSE Alliance model throughout 2022 as the system continues to transition.

Any VCSE organisation in South Yorkshire may participate in the Network.

Opportunities will be promoted through a variety of mechanisms e.g. central ICS communications and Steering Group members will promote to their Place and South Yorkshire networks.

Notes of meetings will be taken, and will be shared on a public platform e.g. ICS website.

Interface of the VCSE Alliance with South Yorkshire ICS

VCSE participation will be embedded at all levels of the system:

VCSE positions on the **Integrated Care Partnership** are initially nominated via Places through Health and Wellbeing Boards.

The **Integrated Care Board** VCSE position is nominated by the VCSE Alliance Steering Group.

The VCSE member of the **ICS System Leadership Executive** is the VCSE Alliance Chair/SRO. This is a VCSE leadership and advocacy role, and involves participation in ICS meetings and regular liaison with the ICS Prevention Programme Manager. The person fulfilling this role may be fulfilling one of the above positions and is the VCSE Alliance Chair as well.

VCSE participation in **Place** meetings will be primarily managed through existing place based mechanisms for VCSE participation.

VCSE participation in **System Delivery Groups and Collaboratives/Alliances** will be primarily managed via the VCSE Alliance Steering Group. They will connect frontline VCSE organisations with these opportunities drawing on relevant expertise and connections with diverse communities.

The VCSE Alliance will develop a support offer for all existing and new participants.

The VCSE Alliance Steering Group will identify VCSE participation opportunities in work that is being undertaken at system level e.g. workshops, co-design programmes, events. They will connect frontline VCSE organisations with these opportunities.

The ethos of the VCSE Alliance is that there are opportunities to share work that is happening across Places, and that where work is happening once at South Yorkshire level, there are clear mechanisms to co-ordinate equitable VCSE involvement from our Places.

Investment and Resource

The VCSE Alliance is supported by an ICS programme team:

- Executive lead: Executive Director of Strategy and Partnerships
- Programme lead: Prevention Programme Manager
- Programme Support: Prevention Programme Support Officer

To increase the capacity of VCSE infrastructure and frontline organisations to participate in system level work, the ICS has funded a two year VCSE Engagement and Partnerships Officer post. The post will be hosted by Voluntary Action Rotherham, and will work across South Yorkshires VCSE. The work programme will be guided by the Steering Group and the ICS Prevention Programme Manager.

The ICS has made a budget available to support VCSE capacity in system level work in 2022. A framework will be co-designed setting out rates of reimbursement, criteria, and payment mechanisms.

Values

The following values for *all system partners* are embedded in the ICS Compact:

- The **'quadruple aim'** of 'better health and wellbeing for the whole population, better quality care for all patients and sustainable services for the people alongside the reduction of health inequalities
- Recognising the critical importance of the workforce, to work closely together to develop and support the wider workforce of the members operating across the system
- To play their part in social and economic development and environmental sustainability of the SY region
- Committing to making decisions
- Always keeping citizens at the centre of everything the partners do
- Ensuring that the children's, young people and families agenda is a key element of this work
- Supporting each other and working collaboratively to take decisions at the most local level as close as possible to the communities that they affect whether that be system, place or neighbourhood (subsidiarity) and not to simply replicate what is at place in the ICS
- Developing collaborative leadership to deliver the Shared Purpose, and a culture and values to support transformation. All partners are respected and valued. They understand their own contribution and support the contributions of other partners to the Shared Purpose
- Strengthen the links between Place and ICS as well as other local representative structures such as Health and Wellbeing Boards and demonstrate inclusivity and shared ownership

- Making time and other resources available to develop the Partnership and deepen working relationships between partners at all levels
- Being transparent with each other and the people of SY around decisions
- Using the best available data to inform priorities and decision-making
- Looking for simplicity and effectiveness in any Partnership structures and governance and follow the rule of form following function
- Acting with honesty and integrity and trusting that each other will do the same; This includes each member being open about the interests of their organisation and any disagreement they have with a proposal or analysis. Partners will assume that each acts with good intentions; and
- Working to understand the perspective and impacts of their decisions on other parts of the health and social care system
- Decisions should be taken together at the right level to deliver the Shared Purpose and benefit the population of SY. Decisions around resource at place should be made with the relevant partners at the place level and when decisions are taken together across the SY system they should not adversely affect the outcomes or equity for populations within SY ICS

The VCSE has identified additional values to strengthen their Alliance:

- **Collaboration:** To work together transparently on identified shared goals, whilst acknowledging the breadth of perspectives within the VCSE.
- **Trust:** To have personal integrity and authenticity, and place trust in others to possess these qualities in their work as well.
- **Inclusive:** Enable everyone to participate with confidence.
- **Equity:** Fairness, equality and enabling equity of opportunity.
- **Person and Community Centred:** Put individuals at the centre of everything we do.

Principles

The following principles for *all system partners* are agreed in the ICS Compact:

- Promoting and striving to adhere to the Nolan Principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) including:
- Specifically, being accountable to each other for performance of respective roles and responsibilities for the Partnership and the ICS, in particular where there is an interface with other members; and
- Communicating openly about major concerns, issues or opportunities relating to this Compact and adopting transparency as a core value, including through open book reporting and accounting, subject always to appropriate treatment of commercially sensitive information if applicable
- Having conversations about supporting the wider health and care system, not just furthering their own organisations' interests

- Undertaking more aligned decision-making across the partners and trying to commission and deliver services in an integrated way wherever reasonably possible
- Routinely using insights from data to inform decision making
- Positive engagement with other partners in other geographies in pursuit of the quadruple aim and effective planning and delivery including Clinical and Professional Networks
- Ensure that problems are resolved where possible rather than being moved around the system
- Acting promptly. Recognising the importance of integrated working and the Partnership and responding to requests for support from other partners
- Seeking to ensure that our organisations reflect the diversity of the population and that this is reflected in the governance and decision-making groups for the system

The VCSE has identified the following principles, aligned to their values, to strengthen their Alliance:

- **Collaboration:** To work with others to develop collective solutions, respecting other peoples point of view, and being personally responsible and accountable.
- **Trust:** To model integrity and authenticity in professional conduct, expecting and having confidence in others to do the same. To recognise that trust is a dynamic process that must be maintained and re-established if it is lost.
- **Inclusive:** Engage well with people at an early point, creating space for all on agendas, and sharing outcomes.
- **Equity:** Ensure a continual information exchange, and enabling colleagues to be involved in ways that are right for them and with appropriate support.
- **Person and Community Centred:** Value and enable the perspective and participation of people with lived experience in our plans.

Responsibilities

Joint Responsibilities

Joint responsibilities for South Yorkshire ICS and the VCSE Alliance are as follows:

- To support and promote the MoU within our respective organisations and with our colleagues.
- To have open and honest conversations about partnership working, with constructive feedback on what is/isn't working, aiming to continually strengthen cross sector relationships and collaboration.
- To fulfil commitments that are made to one another.
- To adopt a 'one workforce' approach, and work together to strengthen shared values, ambitions, and resources.
- To actively promote equality, diversity and inclusion in all work and to promote the rights, responsibilities, and dignity of individuals within all our professional activities and relationships.

- To work together to co-design approaches to the full cycle of commissioning that enable the VCSE to fulfil its potential in strategy, delivery, engagement and insight.
- To recognise collective strengths, and to harness these to generate new approaches and outcomes.
- To commit to shared learning and creating safe space opportunities to test and learn.
- To maximise collective resources of knowledge, experience, time and money for the achievement of shared goals.
- To strengthen communications and engagement channels.
- To hold one another to account to adhere to the MoU, and to work together to resolve concerns.

ICS Responsibilities

- To work with the VCSE Alliance Steering Group to embed VCSE participants in governance, system delivery groups, and collaboratives/alliances.
- To engage with the VCSE Alliance Steering Group and Network at the earliest opportunity for new areas of work.
- To work to fully embed the VCSE in all aspects of ICS work.
- To create safe space to enable VCSE organisations to discuss aspects of partnership work that can be improved.
- To recognise that whilst VCSE participants bring a VCSE perspective, may connect with and have an understanding of other VCSE organisations perspectives, and will advocate on behalf of the wider VCSE, they cannot and do not represent all VCSE organisations.

VCSE Responsibilities

- To engage in ICS work in ways that are meaningful and realistic for their individual organisations.
- To share information with the ICS that can contribute towards partnership working e.g. population health insights.
- To advocate for the wider VCSE in ICS work and to adhere to any agreed VCSE feedback mechanisms.
- To be clear and transparent about the VCSE perspective that is brought to meetings e.g. individual organisation or wider VCSE.

Priorities

To underpin shared strategic and delivery priorities, the VCSE has also identified key priorities as 'enablers of partnership working'. These enabling priorities will be a focus in 2022:

- Co-design ICB commissioning cycle.
- Develop VCSE financial participation and capacity framework.
- Develop an ICS and VCSE communication and engagement plan.
- Strengthen the VCSE opportunities identified in the 'Start With People: South Yorkshire, Our Approach to working alongside people and communities' plan.
- Develop a VCSE investment strategy.

A terms of reference and full workplan for 2022/23 will be developed by the VCSE Alliance.

Review of MoU

The MoU will be reviewed in March 2023, and annually thereafter.

Signatories

The MoU is signed on behalf of South Yorkshire ICS and the VCSE Alliance by:

South Yorkshire Integrated Care Board:

South Yorkshire Integrated Care Partnership:

VCSE Alliance: