

Forum Central

Third Sector Health and Care Leaders Network

“From the West Yorkshire and Harrogate Health and Care Partnership to Local Care Partnerships:

The emerging landscape in Leeds”

Report from the Forum Central Third Sector engagement event

July 2019

This session entitled **“From the West Yorkshire and Harrogate Health and Care Partnership to Local Care Partnerships: The emerging landscape in Leeds”** was attended by 30 people from 25 different organisations.

Rachel Cooper chaired the session and there were the following section to the presentations:

- Rachel gave an overview of the NHS long-term plan and current shift towards prevention and self care; focus on addressing health inequalities and the increasing focus on the health system at West Yorkshire and Harrogate level.
- Pip Goff explained the background to Leeds's developing Local Care Partnerships (LCPs), which incorporate Primary Care Networks (PCNs) and go beyond them to include partners from community and third sector organisations; council social work and housing and also elected members – all focussed at ensuring what matters to people and communities lead decisions. She also gave an update around Population Health Management and how LCPs are developing in different areas.
- Alison Stewart then gave a Local Care Partnership example from her Pudsey Practice Manager’s perspective, highlighting the way in which Local Care Partnerships will enable Primary Care Networks to meet the new GP contract deliverables; showing our aspiration for self management and care closer to home enabling people to live well and thrive, and highlighting a range of examples - from the Live Well sessions to Carers Leeds clinics in surgeries - that working in partnership has made possible.
- Katharine Greathead from Leeds Community Foundation reported back on the great health and wellbeing outcomes made possible through the Harnessing the Power of Communities funding West Yorkshire and Harrogate, delivered with support from Leeds Community Foundation.
- Rachael Loftus gave a comprehensive but very personalised overview of WY&H Integrated Partnership.

The presentations are available [here](#)

The session then broke into facilitated discussions led by Jude Woods from the Friendly Communities Project - Time to Shine; Rachel Ainscough from the Local Partnerships Development Team; Lucy Graham from Forum Central and Pip Goff - Forum Central and LCPs.

The notes and reflections from the group discussions have been analysed by Neil Maguire from the LCP team using a method of thematic analysis (Braun and Clarke, 2006). Below is a summary of the themes that emerged and the considerations for the LCP development team and Forum Central. A full version of this analysis report is available should you wish to review in greater detail.

Table discussion questions – round 1:

Thoughts on what you have heard about Local Care Partnerships and implications of this localised work?
What will good Third Sector engagement with Local Care Partnerships look like?
What communication and sharing information mechanisms will support this?
Who else needs to be engaged?

Table discussion questions – round 2:

Thoughts on what you have heard re the Leeds Plan and West Yorkshire and Harrogate Partnership and implications of regional work
What will good Third Sector engagement with West Yorkshire and Harrogate Partnership look like?
What would good Third Sector involvement at a strategic level look like?

Full notes from table discussions can be seen [here](#)

Findings from analysis of the discussions:

- **Barriers / opportunities for effective 3rd sector involvement in LCP movement:**

Themes: Feelings of influence inequity

- Partner knowledge gap of 3rd sector reach and remit
- Communication barriers
 - o Within 3rd sector
 - o Between 3rd sector and local public service
- 3rd sector resource / capacity

- **Development Opportunities (as explicitly stated in workshop dialogue):**

Themes:

- Patient and Public Involvement
 - o For needs analysis
 - o For co-design of service
- Knowledge Sharing
- Verve / Energy around 3rd sector involvement in LCP service delivery

About feelings of influence inequity, participants said...

- The workshop discussions provided a sense of inequity of influence around the provision of LCP service delivery for 3rd sector organisations. The data provides insight that the sector can, and have, felt excluded. Furthermore, when the sector has a seat at the table and is included, the influence is negligible. Language such as “how do we get voices *into* the *Local Care Partnerships*’. This suggests an outside looking in perspective.

Because of this, we will...

Promote and ensure that the 3rd sector to is seen as important of all partners provide a welcoming and equitable environment during LCP meetings.

Challenge (or cue...) language that may allude to an ‘us and them’ mentality.

Provide platform and opportunity for 3rd sector orgs to present their background/vision at LCP meetings where possible.

Consider ways to develop and support third sector leadership within LCPs

About partner understanding / a knowledge gap, participants said...

The data from the workshop suggests that an understanding and/or knowledge gap between partners and 3rd sector organisations exists. Most notably was the relationship with social prescribers and their understanding/awareness of 3rd sector service that is invested in the health and wellbeing of local people. Also, there seems to be variation in levels of GP awareness of 3rd sector opportunities (some GP’s passionate about 3rd sector, some have limited understanding). Below is a list of the transcript entries for this theme:

Because of this, we will...

Facilitate communication stream between SP and 3rd sector organisations at and between LCP meetings.

Could potentially get inventive with this one (eg speed introduction exercise for quick fire education and establishing level start point)

Asset mapping is an ongoing initiative, city wide.

Variation in knowledge / understanding of the 3rd sector offer highlights a need for individual approach by us.

About the communication barrier, participants said...

A common and consistent topic was inadequate channels of communication. This took many forms of sub-themes, e.g. not knowing where and when LCP meetings are happening, not knowing what LCP priorities are, communication about opportunities available, progress updates, and sharing success stories. Important to note that these communication concerns are a two way street between the 3rd sector orgs and statutory providers. “We don’t hear from them, they don’t hear from us”. Analysis shows that communication concerns were evident for every stage of the collaboration process (i.e. hearing about meeting dates/time, hearing about opportunities, progress updates, and sharing success stories). Below is a list of the transcript entries for this theme:

Because of this, we will...

The Third Sector LCP Dev Team role includes ensuring that proportionate, fair and inclusive mechanisms are put into place via FC.

To make sure communication lists are comprehensively collated and revisited/updated regularly and that action is taken to address gaps and barriers to engagement from the Third Sector.

The FC website and also potentially a newsletter to be used to ensure actions/plans/progress are distributed.

Theme: Third Sector Resource/Capacity:

The final theme here was one of capacity and resources available for 3rd sector orgs in order to play the part they would like. Funding streams and opportunities are highlighted as limiting factors to organisation involvement. Some of these factors may not be under our control, however. An interesting insight from the data was that some small organisations may not be able to be represented at LCP meetings because operations would need to stop to allow them to attend.

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Challenge (or cue...) language that may allude to an 'us and them' mentality.

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Because of this, we will...

Facilitate communication stream between Social Prescribing and 3rd sector organisations at and between LCP meetings.

Look at creative approaches to build trust and relationships in order to establish a level start point

Link with asset mapping which is an ongoing both at LCP level and city wide.

Variation in knowledge / understanding of the 3rd sector offer highlights a need for individual approach.

"Leeds has a good infrastructure"

"Positive recognition of complexity and richness of assets across the region"

"smaller local orgs can connect and have voice"

"A massive opportunity to be at the heart of improving health inequalities"

"We can use our good practice to inspire work in others areas across the region"

"Advantages of localities engaging with diversity of organisations"

"really good to hear how much the third sector is valued by GPs"

"A collective approach to common issues/ barriers"

"Drivers for change – coming from conversations"

3rd Sector Positivity

"Allowing for different ways of engaging"

"Real asset having Pip in post as dedicated Third sector champion"

LCP Engagement

"shifting closer to communities and the CCG and Leeds City Council are both committing to this"

"It might take time as the early stages will need to focus on relationship building "

"our time and effort that we've invested in existing relationships and local working groups has lead somewhere"

"Potential to bring different conversations together across the region"

"We need to think bigger than protecting our own organisations and think of what is best for citizens"

"The LCP development team can help to drive how we link into city wide work and get people round the table"

"The use of existing networks and routes of engagement is encouraging"

"We feel relieved to hear about the vision of the LCPs"

Appendix: Background to Forum Central's LCP work

Leeds has invested in a dedicated Third Sector and Community **Local Care Partnerships** (LCPs) role to ensure that the third sector is fully engaged and represented in LCPs in order to reshape future health and care provision in Leeds. The role, employed by Forum Central, is embedded in the citywide LCP Development Team providing support and resources to help LCPs develop as well and as quickly as possible so they can best meet the need in their communities.

Working with the LCP Development team and others including Public Health, the first priority is to understand and build upon existing connections in order to support and develop confidence in, and impact of, the third sector and to ensure effective representation on LCPs. This will require advocacy on behalf of the sector - especially smaller organisations and communities - and ensuring that information and resources flow effectively and fairly.

Forum Central builds on well-established working relationships with key partners to develop new links and relationships with health and care partners across Leeds to make sure that the third sector is involved, has influence and contributes in partnership to strategic planning and delivery of health and care in Leeds. Forum Central is a partnership of: Leeds Older People's Forum, Tenfold (the Learning Disabilities Forum) and PSI-Volition (Mental Health and Physical and Sensory Impairment Forum). Links to other third sector forums and infrastructure organisations including Voluntary Action Leeds will be key to the success of this work.

A focus of this health and care work is to showcase the third sector by:

- Highlighting the links between people's lived experience and improved health outcomes and investment in the third sector
- Helping others understand the breadth of the sector
- Highlighting what the sector could contribute to new health and care landscapes

To spearhead this work Forum Central developed a **Health and Care Leaders Network**, an ever growing network of 94 passionate and influential third sector leaders in Leeds working around health and care which meets quarterly in order to engage with and consult the sector. The most recent meeting held at the Old Fire Station in June 2019.