

Consultancy brief – Developing governance arrangements for the VCS around Health & Social Care Transformation

1. Summary of brief

Health & social care services in City & Hackney are transforming as part of a new local Integrated Commissioning/Accountable Care system which brings together the key providers and commissioners, including the local voluntary and community sector (VCS).

Hackney CVS is looking to appoint a consultant to work with our Director of Programmes & VCS Strategy and the VCS Transformation Leadership Group (facilitated by Hackney CVS) over the short term (April to July 19) to ensure the right governance structures are in place going forward so that this leadership group can feel confident it is making decisions in an accountable and transparent way.

The VCS Transformation Leadership Group has become a key part of the Health & Social Care Forum (the large provider network facilitated by Hackney CVS www.hscf.org.uk) acting as an accountable structure for the voluntary and community sector's engagement in transformation and leading the development of a neighbourhood pilot. However there is an urgent need to look at the governance arrangements of the board to ensure it has a robust framework in which to make decisions and conduct its business. There are a number of challenges presenting the VCS Transformation Leadership Group which need examination, clarification and procedures in place to govern its ways of working. These include:

1. Developing terms of reference for the VCS Transformation Leadership Group
2. Developing protocols for managing conflicts of interest of members of the board
3. Working with the board to develop new draft partnership agreements, strategic alliances or memorandums of understanding between VCS organisations working on common areas/service provision - understanding the different scope and levels of these and what's needed. This will also include the role that Hackney CVS can play as a consortium lead

The membership and profile of the group means that everyone inherently is at different levels and its important the group has a set of agreed principles and ways of working in place to manage these challenges going forward as significant decisions will need to be taken in the future by the group which could impact or have ramifications for the wider sector.

This proposed governance work will be part of a longer programme of activity which will also look at co-producing business cases to the CCG/NHs/Council involving VCSE, residents/ patients' service providers and community organisations.

2. What is expected?

We have identified a budget of £2000 for a consultant to work with us.

The consultant will be expected to provide the following:

1. Draft terms of reference for the VCS Transformation Leadership Group for approval
2. Protocols for managing conflicts of interest between members of the VCS Transformation Leadership Group
3. Draft partnership agreements and memorandums of understanding for VCS organisations working on common areas/service provision, including lead and sub-contracting arrangements.

The consultant will report on a day to day basis to the Director of Programmes and VCS strategy at Hackney CVS and to liaise with the members of the VCS Transformation Leadership Group as required.

3. Who are we looking for?

We are looking for an experienced individual or organisation that:

- Has a basic understanding of health & social care transformation / accountable care systems and the role that the VCS can play in these
- Has demonstrable experience of utilizing different tools to develop governance arrangements for VCS organisations
- Is able to write concise and easy-to-read governing documents/protocols
- Can work closely with the VCS Transformation Leadership Group and Hackney CVS staff
- Is able to start the project by 29th April

4. Timeline

Timeline	Activity / Purpose
Tender opportunity circulated to Hackney CVS consultancy list and through Hackney CVS newsletter	27 th March 19
Deadline for submission of tender	12 th April 19
Interviews with prospective candidates	Week beginning 15 th April 19
Consultant/organisation appointed	Week beginning 22 nd April 19
Contract initiation meeting	Week beginning 22 nd April 19
Work underway	29 th April 19
Work completed	26 th July 19

5. Budget

There is a maximum fee of £2,000 (including VAT where appropriate) for this work.

6. Application process

Please could you provide on **no more than 6 sides of A4** (Arial pt.12) a description of:

- how you would undertake the brief as set out above in sections 1 & 2;
- how you meet the criteria in section 3;
- what outcomes you expect to see/what outcomes you will deliver;
- what outputs you will produce; and
- brief details of your success in delivering similar pieces of work

Please also include details of two referees who may be contacted should you be successful.

Submissions should be sent to jackie@hcv.org.uk by 12pm on 12th April 19.

Bidders should be available for interview in week beginning 15th April 19.

Limited feedback will be provided to unsuccessful bidders.

Any questions to Jackie Brett, Director of Programmes and VCS Strategy on 020 7923 1962 or jackie@hcv.org.uk

The consultancy contract will be managed by Hackney CVS' Director of Programmes and VCS Strategy who has oversight of the work of the VCS Transformation Leadership Group.

APPENDIX - Background information and context

Transformation of health & social care – the integrated care system in City & Hackney

Health and social care organisations in Hackney and the City of London have started working together more to try to improve residents' health and wellbeing. City and Hackney is an area that is committed to developing an accountable care system which has culminated in the establishment of an integrated commissioning process for the two boroughs involving the respective Councils, City & Hackney CCG, the local hospital (Homerton), GPs and the GP Confederation, the local VCS, Healthwatch Hackney and the City, pharmacies and East London Foundation Trust (Mental health services). It includes the adult and children services in each borough as well as the political leads.

The local organisations that commission (plan and buy) health, social care and public health want to join-up these services more around people. Integrated commissioning arrangements between NHS City and Hackney Clinical Commissioning Group (CCG), Hackney Council (LBH) and City of London Corporation (COLC) started on 1 April 2017.

A City Integrated Commissioning Board and a Hackney Integrated Commissioning Board have been set-up to agree joint decisions between the NHS and the local authority for each borough. Each board is made-up of local councillors and local CCG leaders. They meet monthly in public and the minutes are published online. Hackney CVS has a seat on the integrated commissioning board and facilitates VCS representation across the Transformation structures.

Four care workstreams are looking at joining up services in their area to better meet local need. The care workstreams are unplanned care, planned care, prevention, and children and young people.

The partners are looking at improving a number of priority areas – called 'big ticket items' – where they believe they could make a difference for patients by working together.

These include:

- a single point of coordination for services.
- integrated hospital discharge.
- self-care including access to advice and social prescribing.
- end of life care.
- employment including ways into work and support for people with mental health issues and long-term conditions such as learning disabilities.
- making every contact count for smoking, exercise and mental health.
- making the City and Hackney dementia friendly.
- housing such as the link between hospital discharge and housing for people with mental health issues and long term conditions.
- continuing health care

There are also plans in place to develop multi-agency neighbourhood working focused around clusters of GP Practices (8 in total). Hackney CVS will be leading a VCS Neighbourhood Pilot to support this funded by integrated commissioning. The VCS led pilot has two elements that we have adapted from best practice elsewhere.

Various opportunities exist for Hackney CVS as a local infrastructure organisation to develop the involvement of the local VCS in the transformation of health & social care services in City & Hackney. We have established a new representative infrastructure as part of our Health & Social Care Forum for VCS system leaders to drive the system change and relationship building with the public sector so that VCS providers locally can be part of new care pathways and co deliver health & social care services, particularly at a neighbourhood level.

Hackney CVS has established a **VCS Transformation Leadership Group** which has been scoping the way the community sector could support the integrated care system. This group brings together the VCS representatives who sit across the Transformation structures and are effectively the VCS system leaders.

Going forward there are opportunities to further develop and support the role of these VCS leaders, to support the development of partnerships between VCS providers of health & social care and to develop appropriate governance arrangements to ensure that transparent and robust decisions are made by the system leaders in enabling the role of the sector locally. Work has already begun to establish the current challenges and needs of this group which are summarised later on. The CBT project will support the implementation of the recommendations arising from this process.

In terms of provider involvement since the onset of this new way of working Hackney CVS has ensured the involvement of VCS reps (drawn from our forums and networks) across the structures. We run a selection process that is open to any local organisation who is part of the local networks we host. The City & Hackney Health & Social Care Forum (HSCF) hosted by Hackney CVS is a network of local health & social care voluntary and community sector organisations. HSCF sends a weekly e-newsletter with funding news, policy and local jobs to 509 individuals and 143 organisations.

HSCF operates through 8 network meetings (Learning Disabilities; Older People: Mental Health; User Led; Sexual Health; Supported Employment ; Welfare Reform; and Hackney Advice Forum); and a Steering Group made up of selected representatives and chairs of the networks, and holds cross cutting Forums too.

We have presented numerous papers about the role that the VCS can play to the respective transformation boards. These have included an analysis of the work of local providers and how this is distributed across the networks to papers about the principles of working with the VCS, including social value.

The VCS Transformation Leadership Group has been scoping the way the community sector could support the integrated care system and believe this includes:

Supporting people to connect with each other (low level ongoing maintenance)

Supporting the selfcare agenda' and healthy living

Signposting and information (supporting people to utilise services appropriately)

Facilitating peer support groups

Providing literacy / language support (reading letters / basic low level advocacy)

Promoting the uptake of screening programmes

Offering community bases for some planned care outpatient appointments

Developing the IT Skills and knowledge of the VCS through a larger multi-agency IT Enablers programme.