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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	24 September 2020	Agenda Item	3.4
Report Title	Partnerships between the Health Board and the Voluntary Sector		
Report Author	Joanne Abbott-Davies, Assistant Director of Strategy & Partnerships		
Report Sponsor	Siân Harrop-Griffiths, Director of Strategy		
Presented by	Siân Harrop-Griffiths, Director of Strategy		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to outline the partnership between the Health Board and the voluntary sector and to provide an overview of the value and impact of the Voluntary Sector on the work of the Health Board.		
Key Issues	The following report sets out the partnership working between the Health Board and the voluntary sector and highlights opportunities to develop these relationships further for the benefit of the population of Swansea Bay and to support delivery of the Health Board's objectives. It also highlights the significant contribution the voluntary sector has made during the Covid-19 pandemic to mobilise people and communities to provide practical and emotional support as required.		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the partnership between the Health Board and the voluntary sector and the positive impact this has for the citizens of Swansea Bay and its communities • NOTE the significant contribution the voluntary sector has made during the Covid-19 pandemic to mobilise people and communities to provide practical and emotional support as required • NOTE the positive and significant contribution the voluntary sector makes, and could increasingly make, to achieving the Health Board's objectives • NOTE the intention to develop a Strategic Framework with the voluntary sector for 2021-24 		

	<ul style="list-style-type: none"> • NOTE the potential opportunities for the health Board to further strengthen its relationship with the Voluntary Sector • CONSIDER how these opportunities could be realised to assist us in achieving our ambitions as outlined in our Organisational Strategy and Clinical Services plan to improve the outcomes for our population.
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PARTNERSHIP BETWEEN THE HEALTH BOARD AND THE VOLUNTARY SECTOR

1. INTRODUCTION

The purpose of this report is to outline the partnership between the Health Board and the voluntary sector and to provide an overview of the value and impact of the Voluntary Sector on the work of the Health Board and its citizens and communities.

The Voluntary Sector plays a vital role in meeting our rising health and social care challenges. It works with some of the most disadvantaged groups, providing highly effective early intervention and prevention services. The Sector engages with people that mainstream health and social care services often struggle to reach, reducing health inequalities and increasing choice for patients. The sector responds rapidly to changing needs of their clients, proactively identifies and moves to plug gaps in services, focuses holistically on people's needs and meeting these, and concentrating on building on people's and communities' strengths not weaknesses. The strengths of the sector have been fully demonstrated during the Covid-19 pandemic, with the voluntary sector working with individuals and communities to mobilise and coordinate practical and emotional support as required, setting up new, bespoke services and expanding other existing ones to meet the particular challenges the public has and continued to face.

Swansea CVS and Neath Port Talbot CVS are the umbrella organisations for the voluntary sector in their respective areas. Both organisations work with the Health Board, Local Authorities and the Sector to strengthen the sector and its contribution to communities and to improving our citizens' lives. In operation for more than 21 years both CVS's campaign for, support and develop voluntary organisations, community action and volunteering within the region.

The Health Board has successful, long standing relationships with both CVS and a wide range of voluntary sector organisations. The Health Board attends all meetings of the Regional Health, Social Care and Wellbeing Voluntary Sector Forum, where relationships have developed and matured over the years. The Health Board also works with the voluntary sector as a partner through the West Glamorgan Regional Partnership Board and Public Services Boards in Swansea and Neath Port Talbot as well as the other strategic partnerships the Health Board participates in, as reflected in the regular Board reports on external partnerships.

The Health Board also has service level agreements with a wide range of voluntary sector organisations totalling in excess of £2.3million, which ensures services are provided by the sector to support the priorities of the Health Board. However in addition to the organisations which the Health Board funds directly, there are an even higher number which provide services to support the Swansea Bay population and help us achieve our objectives who do not receive any funding from us.

This report highlights some of the areas of growth in our relationship with the Sector and provides areas of opportunities for the Health Board to consider in enhancing our relationship with the Voluntary Sector to ensure that we can provide the best, most appropriate and flexible services to meet the needs of our citizens in challenging times.

2. BACKGROUND

The Health Board has a successful, long standing relationship with local CVS's and Voluntary Sector organisations both as a partner organisation and as a commissioner of services. In order to further develop our relationship with the Sector and ensure that we were dealing with all voluntary sector organisations in a fair and equitable way, the Health Board developed the Strategic Framework for the Voluntary Sector 2017-2020, which was formally approved by the Health Board in March 2017. This framework was the first in Wales and was co-developed and co-produced with the Sector. It outlined an ambitious programme of change based on mature working relationships between the Health Board and the Sector. The Framework covers three main areas of work – engagement and relationships; service delivery and transformation (including funding) and volunteering. Work has progressed well on the implementation of the framework, with the objectives relating to engagement and relationships and volunteering being fully achieved. However while some of the work planned on service delivery and transformation has been achieved, the procurement exercise for voluntary sector service level agreements has been delayed. Initially this was due to the requirement to disaggregate the voluntary sector service level agreements in readiness for the Bridgend Boundary Change and more recently because of the Covid-19 pandemic.

Voluntary sector organisations have a governance framework and scrutiny process which they have to adhere to, which while different to that of statutory organisations, is designed to hold them accountable as organisations in their own right. The Charity Commission for England and Wales registers and regulates charities to ensure charities can thrive and inspire trust so that people can improve lives and strengthen society. It does this by holding charities to account, dealing with wrongdoing and harm and giving charities the understanding and tools they need to succeed. All voluntary organisations are required to have a Board of Trustees who are accountable for their operations and the CVSs work with individual organisations to support them in achieving good governance by providing advice, support and training for voluntary sector staff, volunteers and trustees.

3. CONTRIBUTION OF THE VOLUNTARY SECTOR TO HEALTH BOARD PRIORITIES

3.1 Delivery of our Organisational Strategy and Clinical Services Plan

Our Organisational Strategy describes our ambition for the Health Board over the next 10 years to deliver Better Health, Better Care, Better Lives for our population. It further says “Everything we do, we do better when we work together with our patients and partners”.

Our Clinical Services Plan also highlights the importance of the Health Board focusing on population health, stating that “our ambition is to deliver care that has a much greater focus on wellbeing, self-care, prevention and access to care closer to home, delivering outcomes that matter to our patients and communities.”

These factors are particularly true when we work effectively with the voluntary sector. Their focus and close relationships with communities and their clients means that they are trusted voices which the Health Board benefits from in spreading key messages,

hearing about peoples' experiences so we can improve services and support available, and a focus on the wider public health agenda and issues which contribute to peoples' health and wellbeing, but which are not about health services but underlying factors such as poverty and the resilience of communities. The voluntary sector consistently focuses on an asset based approach to their work, rather than a deficit based approach as is the case in most statutory organisations, meaning that they work with people to build on the positives in their lives and communities rather than focusing on what is missing or is negative. The sector brings a different and more effective perspective to how we can work with people and communities to make best use of scarce resources, which we need to learn from and apply in our transformational work.

Another priority area within the Clinical Services Plan is Older People where it states "real differences to older people's lives are made through shared commitments across health, social care and voluntary sector services to work better together with older people to improve physical and mental health wellbeing and create age friendly communities where older people are able to actively engage in family and community life".

There are similar ambitions outlined in the Clinical Services Plan for unscheduled care, maternity, children and young people, mental health, learning disabilities and cancer, in all of which the voluntary sector can actively support the Health Board in achieving its aims, provided these opportunities are identified and the sector is involved as a true partner in a consistent and proactive way.

3.2 Implementation of the Strategic Framework 2017-20

The Strategic Framework outlined a range of actions which needed to be implemented, progress against these actions are outlined in the table below:

Topic	Action	Status
Engagement & Relationships	A mapping of the existing HB groups / board that the sector has elected representatives to	Complete
	Identification of other planning groups within the HB which have individual voluntary sector organisational representation rather than from the Regional Network	Complete
	Review experience of voluntary sector representatives on HB groups to identify how support arrangements can be enhanced to improve the ongoing contribution of the sector to its work	Complete
	Agreement of standards and format for distribution of papers and associated timescales so that involvement can be consistently meaningful with the sector	Complete
	Identification of other barriers to full engagement and agreement about how these can be mitigated	Complete

Topic	Action	Status
	Implementation of revised arrangements	Complete
Service Delivery & Transformation (including Funding)	Revising historical governance arrangements around the third sector SLAs to oversee procurement and related activities according to the timelines outlined in this framework	Complete
	Implement funding assumptions outlined in the framework for the small and large grant schemes	Complete
	Identify time limited project support to ensure implementation according to the timescales outlined within this document	Complete
	Centralising funding for the voluntary sector into a single budget so as to simplify processes around this within the organisation, the use of which is overseen by the revised steering group as part of the changes to the governance arrangements outlined in the strategic framework	Complete
	Implement new procurement process with sector	April 2019 – March 2021
Volunteering	Engagement with stakeholders and delivery units to identify priority volunteer roles within the HB setting	Complete
	Agreement of new volunteer roles to pilot and evaluate	Complete
	Identify voluntary sector organisations to work with the HB to test new integrated ways of identifying, training and supporting volunteers	Complete
	Agreeing and putting in place infrastructure to support volunteer services within the HB, including out of hours provision and evaluation framework	Complete
	Extend existing core volunteering services within the HB and implement new volunteer roles and services including training and development plan re volunteers	Complete
	Ensure that opportunities for funding additional volunteering activities are included within the scope of the new procurement framework	In line with new procurement process timeline

3.3 Evidence of effectiveness and added value

A wide range of services supporting wellbeing, health and social care have evolved and developed across the Health Board footprint. The added value of the Voluntary Sector's contribution in supporting the health, social care and well-being of Swansea Bay citizens is well recognised by the Health Board, although it is oftentimes not easy to quantify.

This is not about a competition between the NHS and the voluntary sector to provide services or support to people. There is more than enough work for all of us to do to ensure our population has the best opportunities to thrive, and have the best health and wellbeing possible. However the voluntary sector can provide things which the NHS cannot, because of its flexibility, asset based approach and ability to change rapidly in the face of new challenges. GP Clusters have recognised this with the wide range of services they have commissioned from the voluntary sector to support their local populations. The Health Board has the opportunity to build on the particular skills of the voluntary sector to enhance the health and wellbeing of its population, but to do so it needs to recognise that the sector has a different style and focus to the NHS, but one which is no less effective nonetheless. This is not just about providing additional services, it is also about being open about who is best to provide different support and services and who our population would prefer to receive this from, which could lead to lower level support and other services being carried out by voluntary organisations, as happens widely in cancer and palliative care for example, instead of by the Health Board directly. This could assist also to ensure that scarce NHS staff resources are utilised to carry out tasks and roles only they can fulfil.

However one of the barriers to developing further voluntary sector services which support the Health Board's objectives is the availability of funding and existing services not wanting to utilise their limited funding for these purposes, beneficial though they recognise this would be for their patients. There is an opportunity to develop a framework across the Health Board which explicitly encourages consideration of outsourcing work to the voluntary sector where their particular skills and expertise would be beneficial to the patients involved.

In order to align and enhance services to ensure that services are consistent across the region a number of forums and groups are being led by Voluntary Services alongside health and social care partners through the West Glamorgan Partnership as outlined below:

Social Value Forum

Social Value has become increasingly relevant in line with the Section 16 requirements of the Social Services and Well-being (Wales) Act 2014. The Act places a duty on Local Authorities to work with the local Health Board to establish regional forums to support social value based providers to develop a shared understanding of the common agenda, and to share and develop good practice. In response to this the West Glamorgan Partnership established a regional Social Value Forum to encourage a sustainable Social Value Sector which is able and willing to co-produce solutions, collaborate and fulfil service delivery opportunities. The purpose of the Forum is to maximise the positive outcomes and well-being of local people; influence local service provision; and add value and focus to what matters to people in a way that exceeds exclusively monetary value. This is about:

- enhancing health and wellbeing;
- building safer communities;
- maximising opportunities for fulfilling potential;
- improving the physical environment; and
- supporting local economies.

At its core Social Value is about understanding how our activities and services change peoples' lives and how effective the different changes are so we can compare the different impacts of our work. As a commissioner when the Health Board is better able to understand this, we can utilise this information to ensure that the actions we take and the services we put in place are most beneficial to the health and wellbeing of our population.

Co-production Group

Co-production is an asset-based approach to public services that enables people providing and people receiving services to share power and responsibility, and to work together in equal, reciprocal and caring relationships. It creates opportunities for people to access support when they need it, and to contribute to social change. The Co-production Group provides mentoring support and guidance to anyone within the Health Board footprint wanting to coproduce projects and services. It provides an opportunity for citizens (including carers) to get involved in coproduction opportunities and provides provide quality control within the designing, development and delivery of coproduced projects and services. The group collectively flag potential areas that need attention and would benefit from a co-productive approach. The Health Board has been an active member of the Co-production Group since its inception and utilises the Group to agree how citizens can co-produce specific aspects of the Health Board's work, for example the implementation of the Strategic Framework for Adult Mental Health including the establishment of the new Sanctuary Service for Swansea Bay which has been shortlisted for a LOV Award.

The Co-Production Group recently planned the "Possibilities for People" virtual event to share, learn and explore how communities and the public can shape and enhance the health and wellbeing of the people and communities of Swansea and Neath Port Talbot.

Patients experiences "In your shoes"

'In Your Shoes' is a methodology developed by Swansea Bay in 2013 when the organisation's values were developed as part of the response to "Trusted to Care". It aims to learn from people's experiences to help us make our health services better and provides an opportunity for staff to listen to patients on a one to one basis, hear about their experiences when they have been to a hospital or clinic, or when they have been treated in their own home. Feedback on the success of these events both from participants and external review has determined that they are now seen as best practise and continue to be rolled out across different service areas in the organisation. The voluntary sector regularly support these events by ensuring their clients can participate and also be facilitating group work and individual conversations in partnership with the Health Board.

More recently, in 2019, both Swansea and Neath Port Talbot PSB's organised multi-agency 'In Your Shoes' events for Voluntary Sector organisations which were

very well received and helped different statutory organisations to understand better the unique and complementary perspective and skills the sector can bring, to the benefit of everyone.

3.4 Promoting and improving health & well-being

The Health Board recognises that we need to encourage citizens to take more responsibility for their own health, as reflected in our Clinical Services Plan. The increasing number of people with chronic conditions, often co-occurring, place additional demands on our already overburdened health care system. The early intervention and prevention work and well-being services delivered by the Voluntary Sector plays an important role in improving citizen's self-care. The Sector currently supports self-care through a variety of settings. This includes local support, peer groups, support for carers, the provision of information and help lines and befriending and social schemes.

These services help to ensure that it is only those with higher levels of need who utilise hospital and other health services and where possible support is provided to individuals to remain in their own homes. Information and signposting services are crucial in helping people to access local services and support most appropriately. Of particular importance are the volunteer information desks within hospitals and in some GP surgeries as well as other services across communities, which promote services and provide patients with further opportunities to access non-statutory services to support their needs.

In particular Carers are a vital resource in supporting individuals to maintain their independence and enhance their well-being. However, the demands of caring can impact on the carer's physical and mental well-being. The West Glamorgan Partnership is working with the Health Board, Local Authorities, voluntary sector and citizens and carers to develop an effective Carers Framework to improve the lives of our carers and those that they care for through the development of targeted services which will provide appropriate support and respite.

3.5 Reducing hospital admissions & improved discharge

A key priority for the Health Board is to reduce hospital admissions and as importantly to improve the transition from hospital to home for our patients. A variety of voluntary sector organisations work with the Health Board and Local Authorities in supporting and improving delayed transfers of care and preventing admissions. This includes a range of services that provide support to patients and their families on discharge from hospital, support to maintain, improve and adapt citizens homes, and provision of a range of equipment such as the loan of a range of specialist equipment including wheelchairs.

More recently the Health Board has undertaken a procurement exercise to develop a Sanctuary Service as part of its Transforming Mental Health Services programme. This out of hours non accommodation crisis service will provide somewhere for people to go who would otherwise frequently attend A&E. This new service is now operational and is aimed to greatly reduce the numbers of those in mental health crisis attending A&E and Police services by providing a more appropriate and targeted service based on identified need.

Many of these services are directly commissioned by the Health Board and Local Authorities, however this is further bolstered by Welsh Government Integrated Care Funding. In order to ensure that services are streamlined and to avoid duplication the Health Board has worked with West Glamorgan partners to ensure that funding proposals for such services are considered and decided through an integrated multi-agency panel to ensure that opportunities to align services to health and social care needs are prioritised.

3.6 Developing social enterprises in health & social care

Section 16 of the Social Services and Well-Being (Wales) Act 2014 places a duty upon local authorities to promote the development of not for profit organisations to provide care and support services and preventative services. These models include social enterprises, co-operatives, user led services and the voluntary sector. For the Health Board a social enterprise offers the opportunity to deliver high quality services in a more flexible way, which is less bureaucratic and has the potential to deliver value for money and reinvestment back into the local community. The added value of a social enterprise is more than just financial, as it also impacts on opportunities for social capital.

Within the Health Board footprint local CVS's have a strong commitment to encouraging and stimulating enterprise and support to enable organisations to grow, with a particular emphasis on developing sustainable Social Enterprises. The West Glamorgan Partnership has established a Social Enterprise Support Project to deliver development support and capacity building to voluntary sector organisations to assist them to become sustainable and to help them to develop additional and diverse local services within the sector to meet the health and well-being needs of citizens.

4. OPPORTUNITIES

The Voluntary Sector plays a vital role in complementing, not replacing, existing statutory sector services although increasingly the sector can also very competently provide some of the services which the health service has provided to date. It is clear that we get more for citizens and communities than what we directly fund, for example when volunteers deliver a service instead of paid staff or when third organisations secure match funding for a service partially funded by a statutory organisation.

The Health Board has worked hard to establish effective, mature and trusting relationships with the sector. However we know that there is more that we can do to develop this into a model of best practice.

Work is planned to develop a new Strategic Framework with the voluntary sector for 2021-24 which will be co-developed and co-produced with the sector. The Board are asked to consider how the Health Board can ensure that the opportunities identified in this report for the sector to assist us in achieving our ambitions as outlined in our Organisational Strategy and Clinical Services Plan can be best realised to improve the outcomes for our population.

5. RECOMMENDATIONS

Members are asked to:

- **NOTE** the partnership between the Health Board and the voluntary sector and the positive impact this has for the citizens of Swansea Bay and its communities
- **NOTE** the significant contribution the voluntary sector has made during the Covid-19 pandemic to mobilise people and communities to provide practical and emotional support as required
- **NOTE** the positive and significant contribution the voluntary sector makes, and could increasingly make, to achieving the Health Board's objectives
- **NOTE** the intention to develop a Strategic Framework with the voluntary sector for 2021-24
- **NOTE** the potential opportunities for the health Board to further strengthen its relationship with the Voluntary Sector
- **CONSIDER** how these opportunities could be realised to assist us in achieving our ambitions as outlined in our Organisational Strategy and Clinical Services plan to improve the outcomes for our population.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The report highlights the current working relationships with local CVS's and Voluntary Sector organisations and partners. These arrangements have been developed to improve outcomes for patients and mitigate any quality and safety risks.		
Financial Implications		
The recommendations made are not associated with any financial implications. Members of the Committee are not being asked to consider or approve any financial assumptions.		
Legal Implications (including equality and diversity assessment)		
There are no legal implications associated with this report or the plans outlined within it. The Health Board is fulfilling the statutory requirements placed on it to participate in the partnerships outlined in this paper.		
Staffing Implications		
There are no staffing implications associated with this report or the plans outlined within it.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The actions outlined in this report support the five ways of working outlined in the Act. Swansea Bay UHB is working collaboratively with the Voluntary sector and partner organisations to identify improved ways of working to support the longer term strategic vision of the organisations involved.		
Report History	No previous reports have been bought before Members on this matter.	
Appendices	N/A	