



Integration Joint Board  
Performance and Finance Committee

12<sup>th</sup> July 2018

This Report relates to  
Item 9 on the Agenda

# The Role of Third Sector Dumfries and Galloway in Health and Social Care Integration

*(Paper presented by Norma Austin Hart)*

*For Noting*

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<b>List of Background Papers</b>	
<b>Appendices</b>	

## SECTION 1: REPORT CONTENT

<b>Title/Subject:</b>	The Role of Third Sector Dumfries and Galloway in Health and Social Care Integration
<b>Meeting:</b>	Integration Joint Board Performance and Finance Committee
<b>Date:</b>	12 <sup>th</sup> July 2018
<b>Submitted By:</b>	Claire Brown, Operations Manager, Third Sector Dumfries and Galloway
<b>Action:</b>	For Noting

### 1. Introduction

- 1.1 Third Sector Dumfries and Galloway (TSDG) is currently funded to act as a conduit between third sector organisations and health and social care, including the Integration Joint Board (IJB), Health and Social Care Partnership (HSCP) and locality teams.

This paper outlines the work of TSDG in relation to health and social care.

### 2. Recommendations

- 2.1 **The Performance and Finance Committee is asked to:**

- **Note the work of Third Sector Dumfries and Galloway and the role it plays linking the wider third sector to health and social care partners and to note the new delivery model to be adopted by TSDG.**

### 3. Background

- 3.1 The Scottish Government funds Third Sector Interfaces (TSIs) to deliver on four areas of activity. These include supporting and developing:

- Volunteering
- Social enterprise
- Developing a strong third sector
- The third sector's relationship with community planning.

- 3.2 The functions of Third Sector Interfaces, (and their resourcing) do not explicitly extend to public sector reforms such as Adult Health and Social Care, however The Public Bodies (Joint Working) (Scotland) Act 2014 places a statutory responsibility

upon NHS Boards, local authorities and Integration Authorities to actively involve the third sector in the planning and design of integrated health and social care services.

- 3.3 Third Sector Dumfries and Galloway currently receives £75,000 per annum to act as a conduit between the third sector and health and social care, including the IJB, Health and Social Care Partnership and locality teams. This funding is currently in place until 30 June 2018. The Interface has submitted a proposal for continued funding and this is currently being considered by the Health and Social Care Senior Management Team. .

## **4. Main Body of the Report**

### **Role of Third Sector Dumfries and Galloway**

- 4.1 Third Sector Dumfries and Galloway exists to support, promote, develop and advocate the interests and role of the third sector locally. To help the third sector make an effective contribution to health and social care in Dumfries and Galloway it is important that we:

- Understand the third sector
- Help to build capability and capacity of the third sector
- Advocate for the sector at strategic level
- Engage with locality teams.

- 4.2 The current funding relationship with the HSCP provides for two Integration Officers across the four Health and Social Care (HSC) locality partnerships. Each spends an allocated amount of time working with the locality teams. (Three are currently employed to take advantage of underspend in 2017/18; however the current budget allows for 2 posts per year). These staff have dedicated management support from the Operations Manager, who contributes to health and social care at a strategic level. In addition, the wider staff team within TSDG contribute to communications, capability/capacity building, training and support activities.

### **Communication**

- 4.3 Third Sector Dumfries and Galloway has developed a communication strategy to ensure effective communication with the third sector, particularly in relation to the work of the IJB, locality teams, national bodies and national policy. This includes specific communication prior to and following each IJB meeting, Integr3te website, Twitter, Facebook, Third Sector Health and Social Care Forum and bulletins.

### **Working with the IJB**

- 4.4 The Chief Executive Officer of Third Sector Dumfries and Galloway currently sits on the IJB as third sector representative and non-voting member. Communication is key to enabling effective representation on the IJB. Prior to each IJB meeting a summary of the papers is prepared by TSDG and shared with third sector organisations across Dumfries and Galloway. The sector is also directed to the

agenda and full papers. Comments and questions are invited prior to the meeting. Following the meeting (and within 1 week) a summary note is prepared, which outlines the key points seen to be relevant to the third sector. This is distributed to third sector organisations across Dumfries and Galloway. This two-way flow of information helps to ensure that the sector has the opportunity to contribute to and learn more about health and social care.

### **Understanding the sector**

4.5 Key to our role in health and social care is our relationship with the third sector across Dumfries and Galloway, which is diverse in both nature and location. To be effective advocates of the sector and to ensure proper representation, our focus must be on developing strong partnerships with key third sector organisations, in order to gain an understanding of not only the issues and challenges they face, but also the strengths and attributes they can bring both strategically and operationally to the delivery of health and social care, both at locality and regional level. Through this direct engagement we can ensure that the broad third sector is fully aware of, and engaged with, the health and social care agenda.

4.6 We have developed a Third Sector Health and Social Care Forum, which:

- Provides a safe space for information sharing and discussion;
- Promotes networking between third sector organisations;
- Allows identification of key challenges and issues faced by the sector;
- Promotes sharing of learning and best practice, from both local and national level;
- Allows direct access with third sector organisations for consultation and engagement;
- Builds capability and capacity through training;
- Encourages collaborative working.

The forum meets 4 times per year; the physical meetings are supported by a virtual forum which allows information exchange and communication.

4.7 As in any organisation or sector, third sector organisations need the right skills, knowledge and experience – or capabilities - to carry out projects successfully and to develop and run their organisations more effectively. At the same time, to achieve their mission – or even to develop capabilities to do so – individual organisations need capacity to think and act.

By building the capability and capacity of organisations we help the sector contribute to integrated ways of working and strategic outcomes. Third Sector Dumfries and Galloway does this by training, governance support, business planning, fund finding etc.

### **Strategic Partnerships and Regional Groups**

4.8 TSDG is invited to contribute to various boards, partnerships and working groups to ensure that there is third sector representation. These groups are generated by local, Scottish and occasionally national government agendas. In some instances

this involves direct involvement of the Interface, whilst in others the Interface acts as a conduit, identifying and linking with the most appropriate third sector organisation.

4.9 Through the direct involvement of TSDG, the third sector is currently represented on a broad range of groups and partnerships relating to health and social care. To complement our involvement in these groups, robust processes and protocols for information sharing, engagement and influencing on behalf of the sector are in place to keep the sector informed of developments and to gather the views of the sector.

4.10 Through the Interface, the third sector is represented on the following groups and partnerships:

- IJB
- IJB Performance and Finance Committee
- Organisational Development (OD) Steering Group/Cultural Development Group
- Life Style Inventory (LSI) assessments
- Integration Partnership Forum
- Strategic Partnership
- Alcohol and Drug Partnership (ADP)
- ADP Co-production Working Group
- Older People's Steering Group
- Person Centred Health and Care Committee
- Long Term Conditions Steering Group
- Carers Interest Network
- Short Breaks Panel
- Special Interest Network

4.11 Relevant third sector organisations have the opportunity to feed into the work of these groups and the work of these groups is shared with the sector. We also support integration partners to identify relevant organisations to sit on groups themselves e.g. older People's Steering Group, Frailty Working Group. This work is vital to ensure that the third sector has a voice and is able to contribute strategically.

4.12 In addition, there are an extensive number and range of other partnerships and groups that TSDG links into, including those forming part of the Community Planning Partnership. This places the Interface in the valuable position of being able to draw directly on wider thinking that can contribute to health and social care.

### **Working in localities**

4.13 The priority for each Integration Officer is to liaise and meet with third sector organisations in their areas to ensure that they are aware of the work of the locality teams and have the appropriate opportunity to contribute; similarly they can help to highlight relevant issues within the sector to the locality teams.

4.14 In addition the Integration Officers have established relationships with each of the locality teams, supporting them on relevant management and working groups and working with them to identify key pieces of work requiring third sector involvement. TSDG are currently supporting localities as follows:

- Nithsdale – provision of befriending and low-level learning difficulties
- Annandale and Eskdale – options appraisal around transforming health and social care provision in Beattock and Moffat; support to One Team
- Stewartry – community engagement for review of health services, supporting work on dementia, carers resources, social isolation and performance management
- Wigtownshire – member of senior management team; supporting co-production, m-Power and volunteering across the locality.

### **Workforce mapping**

4.15 The Interface is undertaking workforce mapping to demonstrate the contribution of the third sector to health and social care integration, as part of the on-going development and delivery of the IJB Workforce Plan. In addition the Interface has been working with A Local Information System for Scotland (ALISS) to develop the Living Well, an online search facility containing the third sector assets across Dumfries and Galloway. This facility is currently dormant due to changes in the digital platform at national level, but is to be further developed.

### **Learning from others**

4.16 Third Sector Dumfries and Galloway benefits from having close links with the Our Voice project and with the Alliance, which has a dedicated 'TSI/Integration Support Officer' giving support to the work we do in Dumfries and Galloway. We also benefit from linking with other Interfaces through the national TSI Integration Network, allowing sharing of learning and best practice. In addition the Interface has direct links with the Third Sector Unit within the Scottish Government, allowing key issues to be identified and fed into discussions at a local level.

### **'Added value'**

4.17 In addition to the work of the dedicated Integration Officers, our work in health and social care also has input from the wider Interface team. Our Development Officers work across Dumfries and Galloway supporting third sector organisations, including those working in health and social care, by:

- Coordinating local 'gathering' events designed to allow networking and identify challenges and issues at grass-roots level.
- One to one capability and capacity building and training
- Funding support
- Recruitment and retention of volunteers
- Supporting social enterprise
- Governance
- Protecting Vulnerable Groups

- 4.18 Our Support Team facilitate communication activities, including news, events and funding bulletins, allowing sharing of multi- and cross-sectoral information.

## **LOOKING TO THE FUTURE**

- 4.19 Third Sector Dumfries and Galloway has seen a considerable increase in demand for its core services and we have a significant challenge if we are to meet expectations and maintain standards of service. At the same time there is increasing demand from the public sector locally, including health, to engage and participate in partnerships and workstreams, particularly at locality level. TSDG also recognises its role in relation to the reduction of statutory services in Dumfries and Galloway and the potential of the third sector to meet the needs of those most impacted by these changes.
- 4.20 It is also important to recognise the changing environment within which Third Sector Dumfries and Galloway is operating. The initial 12 month tranche of funding from NHS Dumfries and Galloway came as part of the Reshaping Care for Older People Programme (RCOP), which allowed TSDG to recruit dedicated 'Integration Officers' to focus on supporting third sector involvement in RCOP locally; the next 2 years saw a shift from RCOP to health and social care integration, with extended funding through the Integrated Care Fund (ICF). This allowed the Integration Officers to support and advocate on behalf of the third sector as integration of health and social care was introduced in Dumfries and Galloway.
- 4.21 It is important to recognise that in the 3 years that TSDG has received RCOP/ICF funding, 'integration' of health and social care in Dumfries and Galloway has progressed and the expectations of, and opportunities available to, the third sector will continue to grow. In addition there have been significant changes within the third sector in response to the Community Empowerment (Scotland) Act. We should also recognise the ever increasing financial challenges being faced across all sectors. Third Sector Dumfries and Galloway must adapt to these challenges to best meet the needs of those individuals and communities at the sharp end of service changes and reductions.
- 4.22 Over the next 6 months TSDG will move to a new delivery model, based on a new vision: "To improve the quality of life of the most vulnerable and disadvantaged individuals and communities".
- 4.23 The new delivery model will maximise engagement with the third sector and create clearer links between the sector and health and social care partners. This model will allow:
- stronger relationships to be developed;
  - greater understanding of strengths and challenges;
  - more effective representation of the sector at both locality and strategic level.



- 4.24 This model will move away from having specific ‘Integration Officers’ and instead, would seek to use investment to upskill and build the capability and capacity of a wider team of ‘Engagement Officers’, allowing the broader skills and experience of the team to be utilised most effectively to contribute to health and social care. This holistic model would allow stronger links to be made between all aspects of the work of the Interface including community planning, social enterprise etc., bringing greater benefit to health and social care in Dumfries and Galloway.
- 4.25 We propose in the next 6 months to move to the new delivery model and to produce an action plan, which will take into account the Community Planning Partnership, IJB Strategic Plan and HSCP locality plans. In relation to health and social care, it will be possible to identify those actions that contribute to the delivery of the national health and wellbeing outcomes.
- 4.26 Recognising the role that TSDG can play in supporting both the IJB Strategic Plan and individual Locality Plans, support will be given from across the Interface team, including from both senior staff and Engagement Officers, ensuring effective contribution at all levels of planning and delivery, both strategically and operationally.
- 4.27 How this Model will Complement Health and Social Care

#### 4.27.1 Communication

Effective and robust communication will form the basis of the model, with digital platforms used extensively to communicate interactively and as widely as possible.

Though our national partnerships TSDG will be able to capture, promote and disseminate examples of good practice of third sector delivery of health and social care services from across the UK and beyond.

#### 4.27.2 Roadshows

Partnerships will be developed with organisations in each of the four localities, who also support or engage with third sector organisations. In partnership with these organisations, a rolling programme of monthly roadshows will be held across the region. These roadshows will allow:

- Surgery slots – providing 1 to 1 support for third sector organisations;
- Forums, including the Health and Social Care Forum;
- Training and information sharing – building capability and capacity of groups and organisations
- Consultation and engagement – ensuring third sector organisations can contribute to strategy and policy development at all levels, including in localities, region-wide and nationally.
- HSC locality engagement – opportunity for locality teams to engage directly with third sector organisations.

#### 4.27.3 Key Partners

Engagement Officers will build relationships with key organisations within localities and across the region who wish to influence and contribute to a stronger third sector, including those organisations that contribute to health and social care. The Engagement Officers will establish a real understanding of each organisation, helping to identify key strengths, challenges and gaps. This will allow effective contribution and representation on strategic groups, including the IJB and associated committees, Strategic Partnership etc.

#### 4.27.4 Strategic Collaborations

Through the establishment of robust relationships with third sector organisations, it is anticipated that opportunities for strategic collaborations will emerge. These might be opportunities for the collaboration of voluntary organisations to submit bids for commissions; the trialling of innovative partnerships or the development of successful initiatives in other parts of the region. These will be supported by Engagement Officers and the wider TSDG team.

4.28 Working with locality partnerships will be embedded into the new structure. We propose engaging directly with our third sector partners and HSC locality teams to identify key projects from strategic and locality plans that would benefit from support and input from the third sector, and which would contribute to the achievement of the national health and wellbeing outcomes

4.29 Our new structure moves the basis of the relationship towards one where TSDG facilitates the third sector contribution to the national health and wellbeing outcomes in Dumfries and Galloway. Our focus should be on developing links to those organisations which provide strategically relevant health and social care services to provide the most integrated health and social care provision. Through these local networks, TSDG can engage directly with the third sector and statutory partners

working at locality level. This will provide a broad platform for engagement and will create opportunities to identify and support the needs of third sector organisations to respond and contribute to health and social care within their locality and raise awareness of barriers faced by the sector.

- 4.30 As a result of bilateral engagement (within and across the localities) TSDG can establish long standing relationships with communities and organisations, consequently developing a deep knowledge and understanding of the local context. This means we can provide timely intelligence about community needs, loss of services, the robustness of current assets and their future development. This intelligence will be critical in both identifying the gaps and designing the service solutions. The new delivery model will enable this engagement and intelligence building.

## **5. Conclusions**

- 5.1 Third Sector Dumfries and Galloway provides support to third sector organisations across Dumfries and Galloway, raising awareness of health and social care and allowing them to contribute to strategic and locality workstreams.

## SECTION 2: COMPLIANCE WITH GOVERNANCE STANDARDS

### 6. Resource Implications

6.1. There are no further resource implications

### 7. Impact on Integration Joint Board Performance and Finance Committee Outcomes, Priorities and Policy

7.1. Critical to the delivery of Board Strategy, particularly in relation to how the third sector can contribute to national outcomes 1, 2, 5, 6, 8 and 9 and to delivery of locality plans.

### 8. Legal & Risk Implications

8.1 The functions of Third Sector Interfaces (and their resourcing) do not explicitly extend to public sector reforms such as Adult Health and Social Care, however The Public Bodies (Joint Working) (Scotland) Act 2014 places a statutory responsibility upon NHS Boards, local authorities and Integration Authorities to actively involve the third sector in the planning and design of integrated health and social care services.

### 9. Consultation

9.1. This is not required

### 10. Equality and Human Rights Impact Assessment

10.1. This is not required

### 11. Glossary

#### Can you please put these in alphabetical order?

TSDG	Third Sector Dumfries and Galloway
IJB	Integration Joint Board
HSCP	Health and Social Care Partnership
TSI	Third Sector Interface
HSC	Health and Social Care
OD	Organisational Development
LSI	Lifestyle Inventory
ADP	Alcohol and Drug Partnership
ALISS	A Local Information Source for Scotland
RCOP	Reshaping Care for Older People
ICG	Integrated Care Fund