



East Sussex Better Together Collaboration Toolkit

Supporting collaboration between the statutory
sector and the voluntary and community sector (VCS)

Version 1: October 2018

We have produced this toolkit to help navigate the governance and partnerships that help us deliver our ESBT objectives, so that all organisations that play a part in our health and care system can contribute effectively.

Please note that this represents a snapshot of our current governance at this time and our principles of strong partnership working. It recognises the involvement to date of all our partners, and our intention to keep all partners involved as we change and adapt governance arrangements to support our ESBT objectives going forward.



Introduction

Welcome to the East Sussex Better Together (ESBT) collaboration toolkit! In ESBT we have been working hard as partners across the statutory, voluntary and private sector to create an environment that can allow all organisations to play their part in delivering our health and care system.

The views and roles of the voluntary and community sector are hugely important to achieving our vision of integrated, sustainable health and care economy in East Sussex that ensures people receive proactive, joined up care, supporting them to live as well and as independently as possible. In particular VCS organisations can

- support community activities, and harness local skills, knowledge and expertise to generate social value
- provide services in response to local needs and aspirations
- enable local people and communities to have a voice in shaping local priorities
- draw in additional resources which increases our collective capacity to deliver services and improve the wellbeing of local people
- provide a trusted 'bridge' which builds collaboration between people, communities, organisations, public sector, and the private sector.

We hope that this toolkit will strengthen the way we listen to each other, share our expertise and ultimately make our contribution to meeting the health, care and wellbeing needs of our population.

Signatories:

ESBT SROs

SpeakUp Forum Chair

VA CEOs

Contents

	Content	Page
1	Summary	4
2	The Voluntary and Community Sector – what it is and what it contributes to East Sussex	5
3	The Voluntary and Community Sector in East Sussex: non-hierarchical and diverse	7
4	Current ESBT governance, partnership and planning structure	8
5	The governance structure key explained	9
6	Guide to ESBT partnerships and planning groups including roles, responsibilities and contact details	10
7	Guidance for VCS representatives on ESBT partnerships	18
8	Template Speak Up Forum Partnership Participation Request Form	19
9	Getting the most out of this toolkit – tips and guidance for voluntary and community organisations	24
10	Template Partnership Meeting Feedback Form	26

Please note: *this toolkit has been produced for the ESBT partnership. It doesn't currently cover the Connecting4You (C4Y) partnership programme which relates to the area covered by the High Weald Lewes Havens Clinical Commissioning Group, however some partnerships do cover the whole county. If you would like more information about C4Y please contact hwlhccg.enquiries@nhs.net*

1. Summary

Partnership working across the statutory, voluntary and community sectors helps us to make the most of the shared resources we have to meet the needs of our communities. In short, without collaborating we won't be successful in achieving the outcomes we need for our population.

ESBT is our whole system health and care transformation programme. Our shared vision is that by 2020/21, there will be an integrated, sustainable health and care economy in East Sussex that ensures people receive proactive, joined up care, supporting them to live as well and as independently as possible.

ESBT is one of four places in our Sussex and East Surrey Sustainability and Transformation Partnership (STP). Local integration of our out of hospital health and social care services will be the fundamental building block for how we manage population health, prevention, integrated care delivery and demand for acute hospital services and long-term care.

There is a history of successful collaboration and partnership working in ESBT. Our partnership environment has grown in complexity, and as a result of the SpeakUp Cross Sector Reflection and Learning Event held in February 2018, we have produced this collaboration toolkit in recognition of the need to involve voluntary organisations and groups in all aspects of ESBT in a consistent, fair, open and effective way.

It provides information about governance and sets out the framework for the different types of collaboration and involvement in health, care and wellbeing services – strategy and planning across our whole system, developing and designing services and care pathways and working together to coordinate and integrate service delivery

Anyone who is involved in a multi-agency partnership can use this toolkit to identify the type of work their partnership is doing and the best way to involve the VCS. There are also useful tools and templates to clarify the different roles of VCS representatives, and the expectations we have of each other. Overall, we hope that the toolkit will complement existing partnership good practice to help develop:

- Our shared understanding of the health and wellbeing needs of the community and our collective strategic response
- An early understanding of the potential opportunities and impacts of our plans
- A health and care system that responds to the whole person, tailored to individual strengths and circumstances
- Improved quality and experience of care
- Better coordinated and integrated front line delivery of care and support, and better use of resources, avoiding duplication
- Innovation in the design and delivery of systems and services, making the most of the unique assets and strengths of each sector

The toolkit is a live resource and represents our arrangements at the time of writing. It will be updated as and when significant changes take place in ESBT and/or the VCS. For further information or guidance on this toolkit, please contact:

- Rebecca Luton, SpeakUp, speakup@3va.org.uk | 01323 639 373 ext 209
- Vicky Smith, ESBT, vicky.smith@eastsussex.gov.uk | 01273 482036

2. The Voluntary and Community Sector – what it is and what it contributes to East Sussex

The voluntary and community sector (VCS) is sometimes known as the charitable sector, not-for-profit or third sector, non-government organisations (NGOs) or the social economy. In East Sussex it is an important contributor to community life and the economy. Voluntary organisations exist because people with shared values come together to achieve something independently of state and business. It is a vibrant, dynamic sector and can undertake a range of roles that complement and enhance core public services to respond to community needs, including preventing needs from getting worse, and providing out of hospital services and support. Shared values include:

- a belief in collective action
- social justice and making a positive difference to people's lives
- taking a holistic approach to people's needs
- empowering people and making voices heard
- building social capital and reinvesting financial surpluses for community need ¹

Characteristically VCS organisations are self-governing, do not distribute any surplus and are primarily non-business. The sector benefits from philanthropy (i.e. gifts in kind and time – essentially non-paid trustees), demonstrates public benefit, and has a majority of non-statutory bodies, appointees or representatives on their boards of trustees and a majority of non-statutory members. A range of organisations fit these criteria, including large well known charities, such as Macmillan Cancer Support, who employ large numbers of highly qualified staff, or small voluntary groups, for example church groups or village youth groups, where all the work is likely to be done on an unpaid basis.

The VCS includes agencies that provide services, including as part of public sector contracts, activities groups, groups and organisations supporting and empowering people who use public services, and groups who represent the views of service users, carers and other communities of interest. Organisations can fund-raise, generate income, tender for public service contracts and apply for funding from grant-making trusts.

Infrastructure support for the VCS

There are three Voluntary Actions (VAs) in East Sussex who act as umbrella bodies for voluntary and community organisations in their areas; Hastings Voluntary Action, Rother Voluntary Action and 3VA which covers Eastbourne, Lewes and Wealden. They are core funded by East Sussex County Council, the District and Borough Councils and Clinical Commissioning Groups in East Sussex to inform, support and advise the voluntary sector. This includes the infrastructure to support effective representation, involvement and consultation of the voluntary sector, allowing local groups and organisations to be represented and have a voice in local decision-making.

The SpeakUp Forum is the countywide infrastructure body for the VCS, which brings together the three VAs and most of the countywide voluntary organisations in East Sussex.

¹ www.ncvo.org.uk, (2018). *Independence and values*. [online] Available at: <https://www.ncvo.org.uk/policy-and-research/independence-values>

In 2010, RVA, HVA and 3VA conducted a wide-ranging survey of over 1,300 organisations across East Sussex², and showed that the sector:

- *Works across all areas of the community. The top five are; children and families; advice/information and advocacy; older people; education, training and learning; and health.*
- *Is a major employer - 7% of the county's working age population work in the sector.*
- *Involves 12% of the population in volunteering, worth over £80m annually.*
- *Contributes £476m to the local economy annually.*
- *Is dominated by small enterprises, with 59% having an income of £20,000 or less.*
- *Is dominated by groups that have been in existence for more than five years, but with a significant proportion of new groups formed in response to new and emerging needs.*
- *Contributes to the local community and economy through their volunteers who give time and expertise freely.*

The experience of RVA, HVA and 3VA in the intervening years indicates that these broad conclusions continue to still be true. An adaptable and resourceful sector, the voluntary and community sector is nevertheless struggling in an extremely challenging public sector financial environment.

To involve this diverse range of groups and organisations effectively requires structure, trust and accountability, both within the voluntary sector itself, as well as between the sector and statutory partners.

New ways of working - the VCS Alliance Development Group

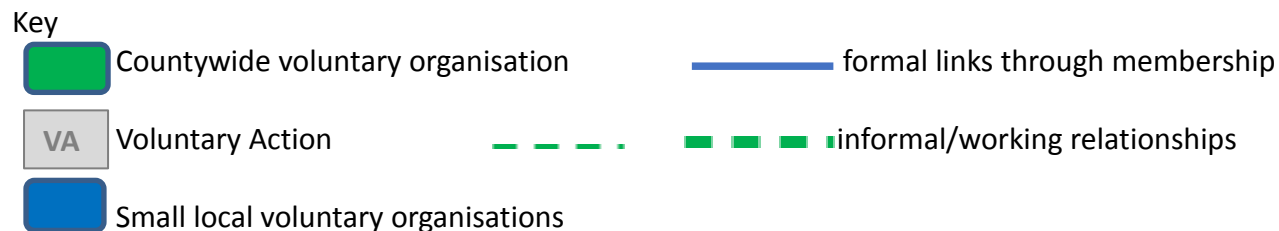
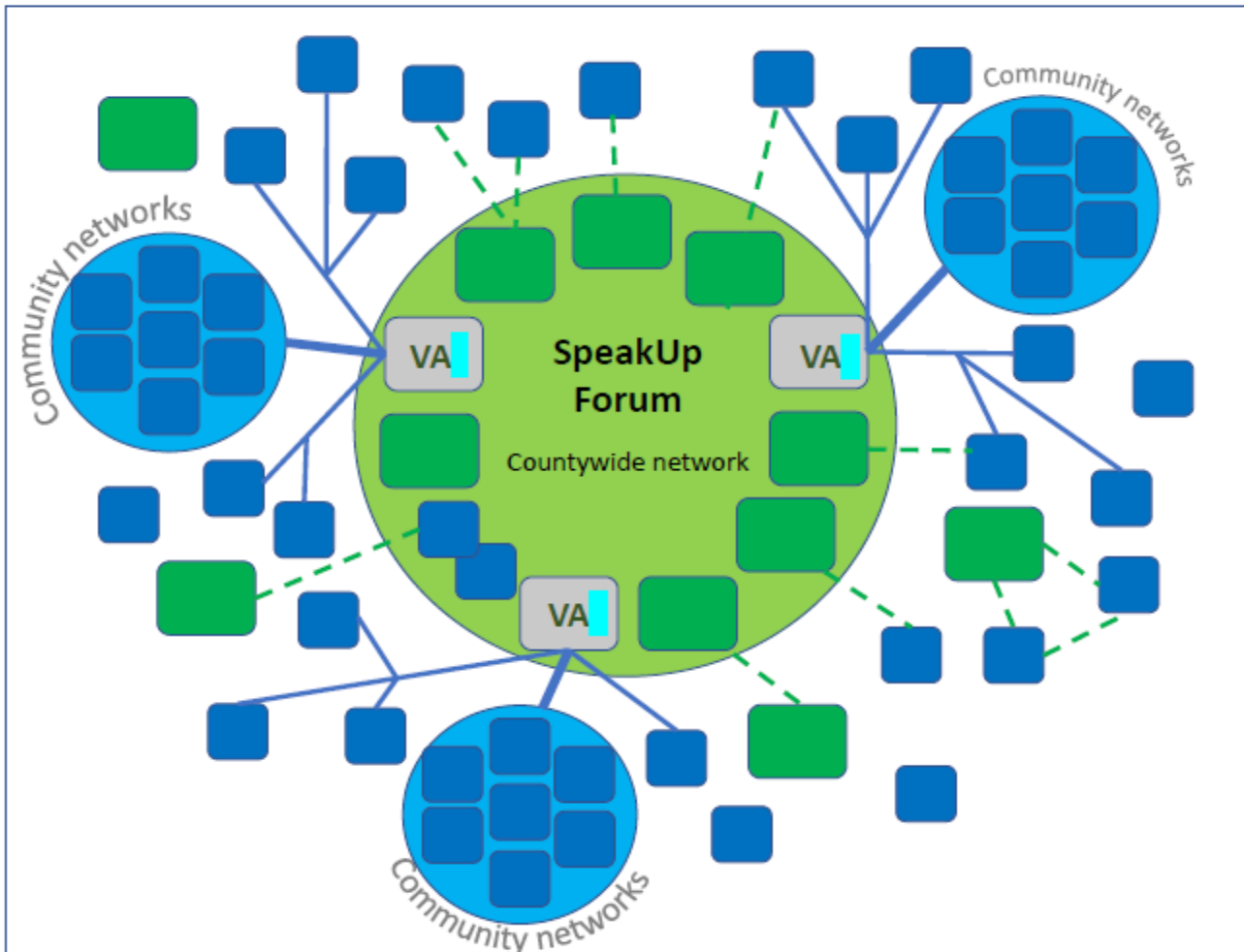
The Voluntary and Community Sector Alliance Development Group (ADG) brings together an initial fifteen local VCOs to develop collaborative practice in the design and delivery of services and activities. Recognising the need to 'do things differently' within the voluntary sector in the context of changing health and care systems in East Sussex and beyond, the aim of the ADG is to building the capacity to collaborate for the benefit of the wider sector and our local communities.

As of August 2018, ADG members are adopting a formal Memorandum of Understanding which outlines a framework for developing collaboration with each another. This includes transparent and open sharing of information among members about opportunities to shape service models, seek funding, develop workforce skills, and access and share other resources – and to discuss openly and honestly the challenges that arise through doing this.

The lessons and models that emerge will be shared to benefit the whole voluntary sector, and the ADG will be actively exploring ways to co-create and share opportunities with non-member organisations. The ADG will also be actively seeking to engage with the appropriate ESBT, C4Y and other partnerships to share experiences and learning. Along with the SpeakUp Forum, the ADG will be a valuable resource for collectively designing our future integrated systems for planning and delivering services for the benefit of local communities. Further information and updates on the ADG will be available on the SpeakUp Forum website from October 2018 www.speakupforum.org.uk

² 3VA, HVA & RVA (2011). Valuing the Voluntary Sector. The economic impact of voluntary and community organisations in East Sussex.

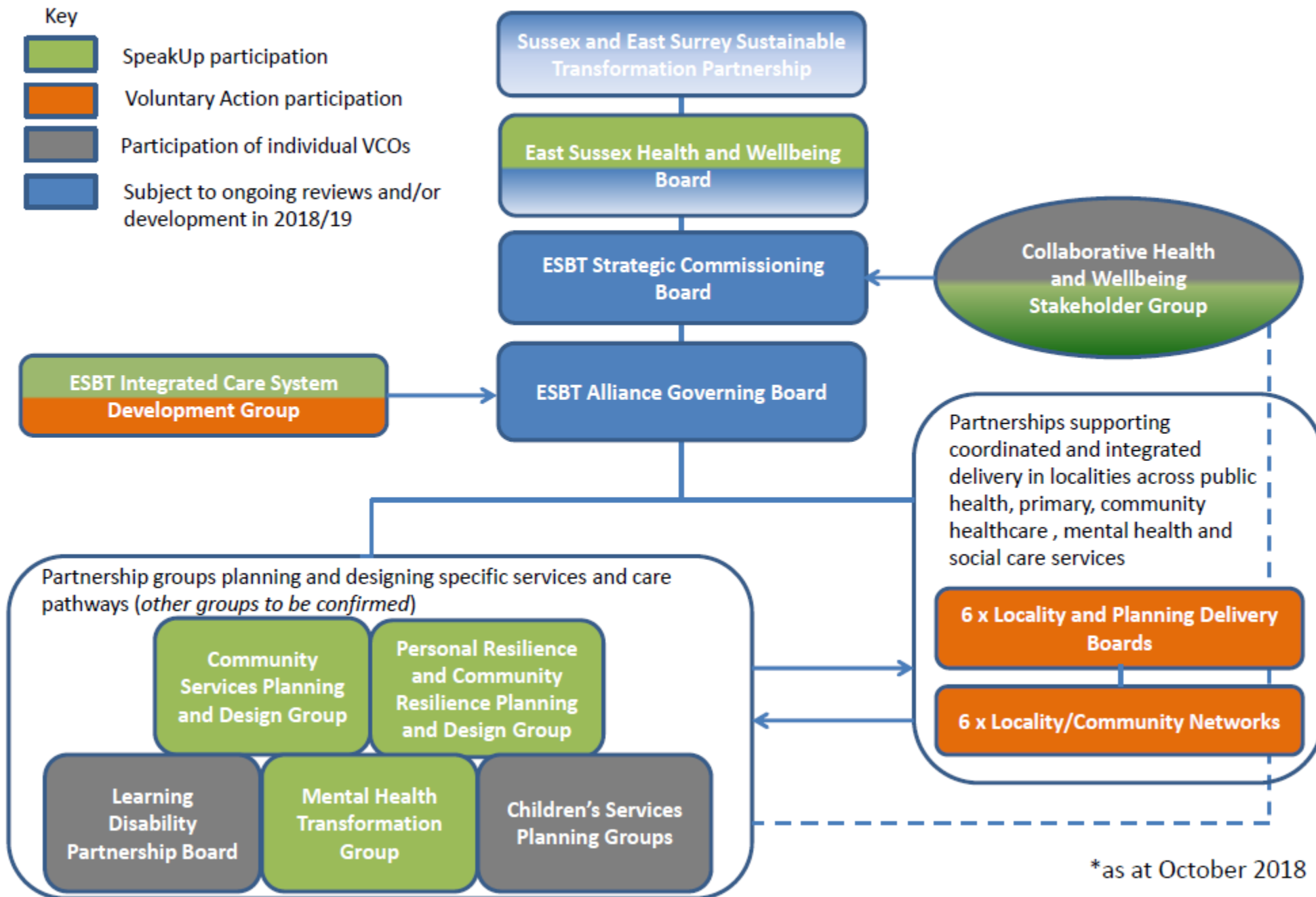
3. The Voluntary and Community Sector in East Sussex: non-hierarchical and diverse



SpeakUp Forum's Organising Role

- SpeakUp Forum members are in constant communication through face-to-face meetings and online discussion.
- The Voluntary Actions work directly with smaller, local voluntary organisations and run a number of community networks.
- All SpeakUp members are aware of issues and perspectives from the communities and beneficiaries they work with in their day to day organisational roles.
- SpeakUp brings members together to share information and perspectives, identify trends and patterns across the county, agree priorities, and lead actions.
- SpeakUp works directly with the public sector at SpeakUp Forum meetings, in smaller 'task and finish' groups, and through appointing representatives of the SpeakUp Forum to participate in public sector-led partnerships.
- SpeakUp communicates with the wider VCS through members, e-newsletters, social media, the SpeakUp website, and direct collaborations to understand and take action around specific topics.
- In 2017 SpeakUp established a VCS Alliance Development Group to explore and take forward new models of increased collaborative working. An initial 15 VCS organisations have now agreed a Memorandum of Understanding. The Alliance has identified a number of priority workstream areas, one of which is the development of the Integrated East Sussex Social Prescribing Pathway.

4. Current ESBT governance, partnership and planning structure*



5. The governance structure key explained

SpeakUp participation

The SpeakUp Forum is a network of CEOs and senior staff from the larger, East Sussex based Voluntary and Community Organisations across the county. SpeakUp members are committed to leading the Voluntary and Community Sector and working to ensure sector development and sustainability. When SpeakUp representatives participate in ESBT/C4Y planning structures, they are mandated to represent the interests and perspectives of the SpeakUp countywide network – rather than the interests of their own organisation. SpeakUp has a set of communications and feedback mechanisms designed to enable and support its representatives to do this.

Voluntary Action participation

There are three Voluntary Actions in East Sussex: Hastings VA, Rother VA, and 3VA (Eastbourne, Wealden, Lewes). Voluntary Actions are membership organisations that work with the smaller, more local Voluntary and Community Organisations (VCOs) within the county. When Voluntary Action representatives participate in ESBT planning structures, they bring the perspectives of these smaller VCOs and a specific, detailed knowledge of their own geographies.

Participation of individual VCOs

When individual Voluntary and Community Organisations (VCOs) participate in ESBT/C4Y planning structures, their primary role is to represent their own organisations and beneficiaries and provide specialist expertise in a given area. There is no formal commitment to be representing a broader cross-section of the Voluntary and Community Sector.

Subject to ongoing reviews and/or development in 2018/19

After the first year of operation, aspects of the ESBT governance arrangements are subject to reviews and further development of their role, purpose and focus, as we seek reset the best governance for our system to add value and help us manage the challenges we face.

As part of the national direction for commissioning reform, a strengthened approach to strategic commissioning is being taken forward at the statutory level across the Sussex and East Surrey area. This will provide a helpful framework to enable local places such as ESBT to further develop plans and activity to achieve system financial recovery, and the journey towards sustainability.

In addition, the Care Quality Commission (CQC) Local System review recommended that the Health and Wellbeing Board (HWB) review its role and purpose, in the context of its ability to call system leaders to account to ensure that the agreed plans and service improvements are delivered, and to ensure whole system integration.

The HWB is a statutory committee of East Sussex County Council (ESCC) and is required to cover those boundaries. The outcome of the review of the HWB is of particular importance to ESBT as it may impact on the shape of our place based governance in the future, and how we take forward an integrated approach to commissioning local services to meet population health and care need in the context of our Sussex and Surrey Sustainable Transformation Partnership.

6. Guide to ESBT partnerships and planning groups including roles, responsibilities and contact details

Surrey and East Sussex Sustainable Transformation Partnership (SES STP)

The SES STP is one of 44 areas across England where the NHS and local councils have come together and formed new partnerships – known as sustainability and transformation partnerships – to plan improvements jointly for the next few years. In the SES STP there are 24 partners all working together to meet the changing needs of all the people who live in the area, including the local authorities, health and care providers and clinical commissioning groups across the region.

This gives an opportunity to bring about significant improvements in health and care over the next five years, over and above the improvements that are already taking place at the local level, by making sure that all partners' plans are joined up and working together and no part of the health and care system operates in isolation.

Executive Chair: Bob Alexander

Website: <http://www.seshealthandcare.org.uk/>

Email: to contact the STP team, please e-mail info@seshealthandcare.org.uk

East Sussex Health and Wellbeing Board (HWB)

The HWB is a statutory Council committee with membership from all three East Sussex CCGs, Healthwatch and representation from District and Borough Councils. It ensures there is a shared understanding of countywide health and wellbeing needs and a clear strategy to meet those needs. It provides strategic influence over commissioning decisions across health, social care and public health and strengthens democratic involvement to help create a more responsive health and care system.

Chair: Councillor Keith Glazier, Leader, East Sussex County Council

Lead manager: Sarah Feather, Policy Manager, East Sussex County Council

Sarah.Feather@eastsussex.gov.uk | 01273 335712

VCS representative: representation is organised by SpeakUp, please contact Rebecca Luton, SpeakUp, speakup@3va.org.uk | 01323 639 373 ext 209

Meeting agendas and papers:

<https://democracy.eastsussex.gov.uk/mgCommitteeDetails.aspx?ID=153>

ESBT Strategic Commissioning Board (SCB)

The ESBT SCB allows commissioner members of the ESBT Alliance to jointly discharge responsibilities for addressing population health need and for commissioning health and social care through oversight of the agreed integrated strategic investment plans and the integrated ESBT Outcomes Framework. Any recommended significant changes would need to be referred back to the Cabinet and the CCG Governing Bodies. The SCB makes an annual report to the HWB (above) on its work.

Joint Chairs: Councillor Keith Glazier, Leader East Sussex County Council and Barbara Beaton, Lay Member, Eastbourne Hailsham and Seaford and Hastings and Rother Clinical Commissioning Groups

Lead Contact: Harvey Winder, Democratic Services Officer, ESCC,
harvey.winder@eastsussex.gov.uk | 01273 481796

East Sussex Collaborative Stakeholder Group representative: *named representative to be confirmed*

Meeting agenda and papers:

<https://democracy.eastsussex.gov.uk/mgCommitteeDetails.aspx?ID=485>

ESBT Alliance Governing Board (AGB)

The ESBT AGB is made up of the group of Chief Officers, Trust Board Directors and CCG Governing Body Members who are signatories to the ESBT Alliance Agreement. Originally developed to have responsibility for developing and agreeing delivery of the integrated strategic investment plans and the operation of the ESBT Alliance Agreement, holding the integrated senior management team to account for the management of risk and changes to proposed service arrangements, performance and resource allocations. The AGB also leads developments of proposals for the future ESBT delivery model. It reports to the ESBT SCB (above) and the Boards of East Sussex Healthcare NHS Trust and Sussex Partnership NHS Foundation Trust.

Chairing arrangements: *currently under review*

Lead Manager Vicky Smith, Integrated Care System Strategic Development Manager, ESBT, vicky.smith@eastsussex.gov.uk | 01273 482036

Contact: Andy Lane, Governance & Corporate Services Officer, NHS Hastings and Rother CCG and NHS Eastbourne, Hailsham and Seaford CCG Andy.Lane1@nhs.net | 01273 485343

Meeting agenda and papers:

<http://news.eastsussex.gov.uk/east-sussex-better-together/stakeholders/alliance-governing-board/>

NB Our ESBT Alliance Governing Board meetings have been temporarily postponed for the moment, while we focus on financial recovery planning for our local health and care system and also review our governance arrangements to support this.

ESBT Integrated Care System (ICS) Development Group

The ESBT ICS Development Group has been set up on a task and finish basis to enable the ESBT AGB to develop proposals for the future ESBT delivery model for our system, through exploring the options for integrated accountable care and making recommendations for the most appropriate vehicle to deliver high quality, effective care for the population covered by the ESBT footprint.

Chair: Jessica Britton, Managing Director, NHS Hastings and Rother CCG and NHS Eastbourne, Hailsham and Seaford CCG

Lead Manager Vicky Smith, Integrated Care System Strategic Development Manager

ESBT, vicky.smith@eastsussex.gov.uk | 01273 482036

Contact: Andy Lane, Governance & Corporate Services Officer, NHS Hastings and Rother CCG and NHS Eastbourne, Hailsham and Seaford CCG

Andy.Lane1@nhs.net | 01273-485343

VCS representation:

SpeakUp Forum (at least one of these representatives comes to every meeting)

Penny Shimmin, Chief Executive, Sussex Community Development Association

penny@sussexcommunity.org.uk | 01273 517250

Neil Blanchard Chief Executive, Southdown Housing Association

neil.blanchard@southdown.org | 01273 405821

Steve Hare, Chief Executive, Age UK East Sussex

steve.hare@ageukeastsussex.org.uk | 01273 476704

The role of the SpeakUp representatives is to jointly lead on strategic system development and commissioner/provider aspects of the work.

Voluntary Action representative:

Steve Manwaring, Director, Hastings Voluntary Action, steve@hvauk.org | 01424 444 010

The role of the Voluntary Action representative is to jointly lead on strategic system development and community needs.

Collaborative Health and Wellbeing Stakeholder Group

This group forms part of engagement plans and the governance framework for people and organisations to work collaboratively to help shape health and care in East Sussex. The group is about developing a shared responsibility for working together, mobilising and embedding co-production, building trust and creating a space for collaboration which is honest and real. Its purpose is:

- To ensure that best use is made of the experiences and expertise of stakeholders in improving health and care strategic planning

- To ensure stakeholders can input into and influence strategic decision making and priority setting in ESBT and C4Y.
- To inform the ongoing development of co-production within health and care which in turn drives practice across the system.

Chairing arrangements: the group is currently independently facilitated

For more information contact: Candice Miller, Policy Development Manager,
candice.miller@eastsussex.gov.uk | 01273 482718

VCS representation: a range of VCS organisations are members of the Group

Specific service and care pathway planning and redesign groups

Some planning and design groups have been set up to take forward programmes of work in partnership to develop and redesign specific integrated care pathways and services. New groups may be established as the need arises. The current groups are as follows:

Community Services Planning and Design Group

This group focuses on the full range of integrated services and pathways that are provided outside of the acute hospital inpatient services to support older people and people with long term conditions and disabilities, including services that help avoid unnecessary admission to hospital and successful transition out of hospital.

Working with primary care, integrated community services spans the development of multi-disciplinary Integrated Locality Teams including the delivery of core functions such as proactive care, frailty, crisis response, single point of contact, rehabilitation and re-ablement, supported by care finding and case management approaches.

Chair: Paula Gorvett, Director of Localities and Primary Care, East Sussex Better Together

Lead Manager: Sally Reed, Joint Commissioning Manager, Hastings and Rother CCG, Eastbourne Hailsham and Seaford CCG , High Weald Lewes Havens CCG and East Sussex County Council
sally.reed@eastsussex.gov.uk | 01273 481912

Contact: Emma Winter Project Support Officer (Integrated Care), Joint Commissioning Team, ESCC and NHS Hastings and Rother CCG and NHS Eastbourne, Hailsham and Seaford CCG emma.winter4@nhs.net | 07342 064548

VCS representation: Neil Blanchard, Chief Executive, Southdown Housing Association
neil.blanchard@southdown.org | 01273 405821

Personal Resilience and Community Resilience (PRCR) Planning and Design Group

Improving health and embedding prevention across the system is a core part of place based whole systems transformation programmes in East Sussex (East Sussex Better Together (ESBT) and as part of Connecting4 You (C4Y) in the West of the county). The PRCR Programme has a particular focus on:

- how we can make best use of our settings – the places where people spend their lives such as communities, schools, nurseries, health care settings and workplaces – to embed primary prevention activity
- improving community resilience by building on communities’ strengths, assets and energies to tackle health inequalities.
- developing a ‘whole system’ approach where communities and the wider public health workforce are seen as an integral part of the health and social care delivery system.

The programme is predicated on re-designing systems across health, social care, voluntary sector and wider partners to improve health outcomes.

Chair: Darrell Gale, Director of Public Health, East Sussex County Council

Lead Manager: Terry Hume, Community Resilience Programme Manager, Public Health
Terry.Hume@eastsussex.gov.uk | 01273 337572

VCS representation: VCS representation in planning and design of the programme is through the [SpeakUp Forum](#). Locality and Community Networks have also been established across East Sussex to enable a space to identify shared priorities at a local level and collaboratively develop local solutions with communities (for more information see the section below on Locality and Community Networks).

Learning Disability Partnership Board

The Learning Disability Partnership Board (LDPB) is a group of people who work together to improve the lives of people with learning disabilities across East Sussex. They include the Involvement Matters Team, Parent/Carers, people from health services, East Sussex County Council, service providers and community services. The aims of the partnership board are to

- improve the lives of local people with learning disabilities
- make sure people with learning disabilities and their carers have a say in the work to make services better

The LDPB is supported by local network meetings to listen to the views of local people with learning disabilities, their carers and support providers. There are two local networks which each meet twice a year in the east and west of the county.

Chair: meetings are co-chaired by Debbie Endersby, Head of Strategic Commissioning (Learning Disability Joint Commissioning) and Sonia Reed who is a member of the Involvement Matters Team

Lead manager and contact: Richard Lewis, Strategic Commissioning Manager Learning Disability ldpb@eastsussex.gov.uk | 01273 337765

VCS representation: individual voluntary organisations participate through the two local network meetings in the east and west of the county

Mental Health Transformation Group

The Mental Health Transformation Group (MHTG) is responsible for planning, commissioning and implementing mental health service development in East Sussex, and also coordinates implementation of the STPs mental health plans at the local East Sussex level. The MHTG provides the key framework for communication and information sharing between partner agencies, ensuring that services are working together effectively.

Note: the future role of the MHTG may change as a result of moves to explore and put in place wider Sussex and East Surrey STP planning and commissioning arrangements.

Chair: Keith Hinkley, Director of Adult Social Care, East Sussex County Council

Lead Manager: Martin Packwood Head of Strategic Commissioning - Mental Health, NHS Hastings and Rother CCG, NHS Eastbourne, Hailsham and Seaford CCG and East Sussex County Council

Contact: Kenny Mackay, ASC, Strategic Commissioning Manager (Mental Health) kenny.mackay@eastsussex.gov.uk | 01323 463946

VCS representation: Neil Blanchard, Chief Executive, Southdown Housing Association neil.blanchard@southdown.org | 01273 405821

Children's Services Planning Groups

There are various strategy-focused groups in children's services, for example:

- Children's Strategic Planning Group, with overall strategic/commissioning responsibility
- MHEW (Mental Health and Emotional Wellbeing) Transformation Board
- SEND Commissioning & Governance Group
- East Sussex Youth Cabinet facilitating young people involvement

For more information contact: Atiya Gourlay, Equality & Participation Manager, Children's Services Atiya.Gourlay@eastsussex.gov.uk | 01273 482302

VCS representation arrangements:

- The Children and Young People Trust Stakeholder Group meets once a year and has regular electronic communication with this wide group of stakeholders
- The Youth Infrastructure Group is networking and partnership group with a voluntary sector chair for VCS and statutory sector representatives involved in

Partnerships supporting coordinated and integrated delivery in localities across public health, primary, community healthcare, mental health and social care services

Locality Planning and Delivery Groups (LPDGs)

LPDGs have been established across our ESBT localities to determine local priorities and consider how we ensure our resources have the greatest impact. It is also envisaged that they will have a key role in improving access to services and achieving better outcomes for local people by beginning to understand and influence the quality and availability of services and support within a locality.

Membership includes GPs, community health and social care, mental health, children's services, community pharmacy and the voluntary and independent sector. By bringing together the right people, including key providers and influencers of health and care in the locality, we can begin to unpick and agree what we can do to ensure our integrated health and care system works locally and what we might need to put in place to allow that to happen. There are six ESBT LPDGs covering Eastbourne, Hailsham and Polegate, Seaford, Hastings and St Leonards, Bexhill and Rural Rother. Their purpose is to:

- Influence and inform the planning and delivery of local services
- Foster closer partnerships between providers and multi-professional teams to promote the co-ordination and integration of services locally
- Oversee the quality and quantity of care and support services within a locality to deliver improved outcomes for the local community
- Determine local priorities focussing use of resources where it makes biggest impact
- Identify opportunities to improve access and achieve more effective outcomes for local people

Chairing arrangements: Paula Gorvett, Director of Localities and Primary Care, ESBT

For more information contact: Josh Broadway, Community Relations and Membership Engagement Officer, NHS Hastings and Rother CCG and NHS Eastbourne, Hailsham and Seaford CCG josh.broadway@nhs.net | 01273 403687

VCS representation: Representatives from 3VA, HVA and RVA are members of each of the LPDG groups with additional representation in attendance where necessary or relevant to agenda items or locality

Whilst membership of the LPDGs includes representatives from the voluntary and independent sector, the need for strong links with the emerging 'Locality/Community Networks' (see below), have been established as a way to bring together local people, organisations and communities to share knowledge, insight and experience about their locality and the support provided within it. The Locality Link Worker (LLWs) role has an important role as the key conduit between the two forums.

Locality and Community Networks

ESBT is divided up into six locality/community networks covering Eastbourne, Hailsham and Polegate, Seaford, Hastings and St Leonards, Bexhill, and Rural Rother. Their purpose is to provide a connection with the broader base of activity, support and services within the locality so that local needs and priorities can be identified and action taken by a variety of agencies to meet those needs. This involves sharing information and resources, building relationships and collaboration, providing opportunities for mutual support and learning to strengthen community based services.

Chairing arrangements: each of the networks is co-facilitated by one of the Locality Link Workers and a representative from one of the local Voluntary Actions

For more information contact: Rachael Toner, Locality Link Worker Coordinator,
Rachael.Toner@eastsussex.gov.uk | 07590 629792

VCS Representation: this is currently organised via the local Voluntary Actions, with a view to widening this to include local voluntary and community groups



7. Guidance for VCS representatives in ESBT Partnerships

The SpeakUp Forum is the countywide network for the Voluntary and Community Sector (VCS) in East Sussex. We provide representatives of SpeakUp to participate in strategic cross-sector partnerships. SpeakUp reps can fulfil a variety of roles, depending on the type and purpose of the partnership. Please use the following guidance to help think through the role(s) you would like SpeakUp to provide for your partnership.

Scope and level of partnership activities	Partnership purpose	SpeakUp participant roles
Strategic collaboration for system design	<ul style="list-style-type: none"> To bring together all components of the system to design overall strategic direction and broad programme plans; To develop a shared understanding of community needs. 	To provide: <ul style="list-style-type: none"> Knowledge of community/service user needs; Understanding of the roles the Voluntary and Community Sector (VCS) plays in East Sussex systems; Knowledge of current VCS priorities, challenges, activities and ideas.
Strategic service design and planning	<ul style="list-style-type: none"> To strategically design and plan a specified set of services, by service area or by geography; To enable service integration and co-production. 	To provide: <ul style="list-style-type: none"> Broad strategic understanding of the VCS landscape; Current knowledge of VCS experiences, activities and ideas relevant to the specified set of services; Current knowledge of beneficiary/community needs relevant to the specified set of services; Leadership or assistance for the development and integration of relevant VCS services.
Operational planning and service delivery	<ul style="list-style-type: none"> To plan and deliver a specified service or set of services 	To provide: <ul style="list-style-type: none"> Current knowledge of specific VC organisations' work, capacities and ideas relevant to the specified set of services; Current knowledge of beneficiary/community needs relevant to the specified set of services; Leadership or assistance to coordinate VCS service delivery work within the relevant area.



8. Template SpeakUp Forum Partnership Participation Request Form

The SpeakUp Forum is a countywide network for chief executives and senior staff from the Voluntary and Community Sector (VCS) in East Sussex. We provide representatives from the SpeakUp Forum to participate in cross-sector partnerships. These SpeakUp reps do not act on behalf of their own organisations in such partnerships but represent the interests and perspectives of the SpeakUp countywide VCS network.

We aim to appoint the most appropriate SpeakUp participants to bring the most value to each individual partnership. As such, we design bespoke and flexible participation arrangements for each partnership.

The information requested in this form gives SpeakUp the details necessary to recommend the most beneficial way forwards with your partnership, in terms of numbers and identities of SpeakUp participants. Thank you for taking the time to fill it in.

Name of partnership	
Organisation/department coordinating the partnership	

Contact details of organiser/chair of the partnership

Name:	
Role:	
Office no:	
Mobile no:	
Email:	

Contact details of lead officer or manager for the partnership and person responsible for communication with SpeakUp on behalf of the partnership

Name:	
Role:	
Office no:	
Mobile no:	
Email:	

Contact details of person responsible for administration/circulating papers for the partnership (if this is different from the above)	
Name:	
Role:	
Office no:	
Mobile no:	
Email:	

Partnership purpose and responsibilities:

Scope and level of partnership activities:	
<p>Is this partnership aiming to facilitate: <i>Yes/No – please delete as appropriate.</i></p>	
<p>1. Strategic collaboration for system design?</p> <p>i.e. aiming to bring together multiple component parts of a system to codesign overall strategic direction and broad programme plans, and to develop a shared understanding of community needs</p>	Yes/No
<p>2. Strategic collaboration for service design and planning?</p> <p>i.e. aiming to strategically design and plan a specified set of services, by service area (e.g. mental health, frailty) or by geography (e.g. localities), and to enable service integration and co-production</p>	Yes/No
<p>3. Operational planning and service delivery?</p> <p>i.e. aiming to work together to plan and deliver a specific service or set of services</p>	Yes/No

e.g. befriending, health coaching, respite	
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Specific role(s) you would like SpeakUp to provide to the partnership:

Specific skills, experience and/or knowledge you would like SpeakUp to provide to the partnership:

Position/role of the partnership in relation to decision-making:

Does this partnership: *Yes/No – please delete as appropriate.*
appropriate.

1. Make decisions about strategic plans and policies?	Yes/No
2. Make recommendations to other bodies/decision-makers about strategic plans and policies? If yes, which other bodies/decision-makers?	Yes/No
3. Make decisions about how to deliver services, projects, or programmes?	Yes/No

meetings):

Please include any upcoming meeting dates, times and locations if available.

Expenses and mechanisms of claiming:

Many thanks for taking the time to complete this form!

Form submitted by:

Date:

DRAFT

9. Getting the most of this toolkit - quick tips and guidance for voluntary and community organisations

How can you ensure that you are making a successful contribution to ESBT partnerships?

1) Find out what they are doing

Use the information in this toolkit to find out about the specific plans or strategies being taken forward by individual ESBT partnerships and planning groups which are most clearly linked with the work that your organisation is doing. Within these plans, are there things that:

- Your organisation is already doing
- Your organisation could do
- your organisation believes is a bad idea
- your organisation knows someone else is already doing

2) Decide if you need to tell them about your work

In summary here are the types of things that ESBT partnerships and planning groups will find it useful to know about:

- Existing service provision
- Any significant projects that you are working on that fit with the partnership strategy or plan
- Any significant external funding bids that you are carrying out which could have an impact on the work of the partnership

3) How to get something on the agenda of an ESBT partnership meeting

- Use the information in the guide to identify the relevant partnership
- Talk to the main contact for the partnership and ask them if your suggested item can be included on the agenda
- Be aware of the deadlines for submitting papers, and whether there are any specific templates and coversheets for reports that you might need to use
- Speak to the voluntary sector representative who goes to the meeting - so that they are aware and can support the item during the meeting
- Engage with the relevant voluntary sector forum about the topic so it is informed and supported by as wider selection of views as possible
- If you are in touch with other members of the partnership, speak with them about your item
- Talk to SpeakUP and/or your local Voluntary Action
- You can do one or all of the last three, but the more you do, the more likely you will be successful

4) What makes a good report?

- Make sure the purpose of the report is clear and captured briefly (often meeting agendas can be very long)
- Explain the links between your report and the partnership strategy or plan
- Define how it will help achieve the key objectives of the partnership
- Explain if you need the partnership to agree / approve or just inform your proposal

5) Follow up

- Make sure you receive a copy of the minutes of the meeting
- If the minutes need to be corrected, or if any further action is necessary, make sure that the voluntary sector representative is aware of this for the next meeting so that they can raise the matter and provide feedback

6) Information sharing

Partnership environments are complex! Don't assume that all of the partnerships speak to each other, and are completely up to date with each other's work. Many voluntary organisations work across a variety of topics and may have knowledge that is more recent than some partnerships. Sometimes getting this information fed into the relevant partnership at the right time is difficult and takes effort, but it will pay off. Your local Voluntary Actions, SpeakUp and other voluntary sector forums and networks are on hand to offer support and advice wherever possible.

Many plans and strategies are now made available on the relevant websites. Sometimes minutes of meetings and agendas are also published on websites. Use the website links contained in the guide to find information about ESBT partnership plans, strategies and meetings.

8) Using your Voluntary Action and SpeakUp

Your local Voluntary Action and the SpeakUp forum can help you decide if partnerships need to know about your organisation or group's work, and can also provide information on local strategies, plans and consultations. They are also able to provide support and advice on a variety of other issues related to partnership working, including training, information sharing and networking, funding advice and project developments.

For more information on the full range of Voluntary Action services and other sources of support, please get in touch:

Add contact details for 3VA, HVA and RVA and SpeakUp

Annual updates

The information contained in this toolkit will change over time. It will be kept live and updated when significant changes occur. The latest version will be made available on our websites.

10. Template Partnership Meeting Feedback Form

It is recommended good practice to agree and capture up to three key messages from partnership meetings, so that this can be communicated effectively to a wider audience. This template has been produced for partnership leads to complete and circulate after meetings.

Partnership/Board meeting:	
Date and time of meeting:	
Name of person completing this form:	
Feedback from the meeting	
Key message 1	
Key message 2	
Key message 3	
Any follow up needed	
Date of next meeting:	

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