



Humber and North Yorkshire
Health and Care Partnership

Memorandum of Understanding

Between Humber and North Yorkshire Health and Care Partnership and the Voluntary, Community and Social Enterprise Sector (VCSE)

Agreed by HNY Executive Board: June 2022



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PURPOSE OF THE MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is a written understanding between the Humber and North Yorkshire (HNY) Health and Care Partnership, which is the Integrated Care System (ICS) and the VCSE sector to detail how the two will operate and to ensure integration to realise the potential of working together.

“The VCSE sector is a key strategic partner with an important contribution to make in shaping, improving, and delivering services, and developing and implementing plans to tackle the wider determinants of health. VCSE partnership should be embedded in how the ICS operates, including through involvement in governance structures in population health management and service redesign work, and in system workforce, leadership and organisational development plans”. (Building strong integrated care systems everywhere – NHSE September 2021)

The MOU recognises the role of the HNY Health and Care Partnership and the contribution of the VCSE sector in delivering against the health and care needs of our people, coordinating services and to plan for improvements in population health and reducing health inequalities.

The VCSE sector is already integrating into the work of the HNY Partnership, and this document is intended to ensure the relationships and partnerships are further embedded and built upon as the ICS evolves.

The nature of the relationship being created is to proactively include the VCSE sector in all areas of planning and design and ensuring that plans and decisions are inclusive of the knowledge, experience and skills held within the sector.

HUMBER AND NORTH YORKSHIRE

Humber and North Yorkshire is a unique geography including rural, coastal and urban areas covering more than 1500 square miles and is home to around 1.7 million people. The area is split into 6 ‘places’ which are Kingston upon Hull, East Riding of Yorkshire, North East Lincolnshire, North Lincolnshire, York and North Yorkshire.

The partnership includes a number of statutory and non-statutory organisations that will all work together to provide the best services for our people. This includes the VCSE sector which has nearly 15,000 organisations operating within the patch employing around 23,200 people.

The Partnership will work together at different levels to tackle different challenges, most of the work happens at ‘place’ level as listed above, working across areas and at a whole ‘system’ level where appropriate. In addressing some of our challenges it makes sense to work together across a larger area. For some issues this will mean working across the whole of Humber and North Yorkshire and for others we will work across smaller areas or subgroups of partners.

VISION



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The Humber and North Yorkshire Health and Care Partnership is the Integrated Care System (ICS) with the partnership vision is for everyone in our area to **start well, live well, age well and end life well**.

This means shifting the focus of our work from picking people up when they fall to helping to prevent them from becoming unwell in the first place and supporting more people to manage their health and wellbeing at home so they can get on with living happy and fulfilling lives.

A key partner within the ICS is the VCSE sector, which is initially represented by the HNY VCSE Collaborative. The VCSE Collaborative has set out its own vision which has been developed through working collaboratively with place leads from each of the six places that make up Humber and North Yorkshire. The vision is:

The VCSE Collaborative will enable the potential and impact of the sector to be realised, through being integrated in the planning, design and delivery of health and care. The health and wellbeing of people and communities across Humber and North Yorkshire will be supported through the work of the programme.

HNY VCSE COLLABORATIVE

The HNY VCSE Leadership Programme was established in 2020 to represent the VCSE sector across Humber and North Yorkshire and provide a mechanism to enable discussion and connectivity between the sector and the health and care system. The VCSE Leadership Programme is transitioning to be the VCSE Collaborative, which aligns with the other Collaboratives that form part of the HNY Partnership governance.

The Collaborative will influence and facilitate greater collaboration between the HNY Partnership and the VCSE Sector, enhancing the role of the VCSE sector in the delivery of the transformation of health and wellbeing and cementing their role as a key strategic partner.

The VCSE Collaborative has core representation from identified infrastructure organisations from each of the 6 places of Humber and North Yorkshire.

Investment and resource will be provided by the HNY Health and Care Partnership to provide an annual budget to support collaborative activity and capacity from members to support the operations of the VCSE Collaborative to deliver on agreed programmes and projects. In addition, the HNY Health and Care Partnership will directly fund agreed core posts not limited to but including the Programme Director, Programme Manager and Business Support Officer. Staffing structures will be reviewed on a regular basis in line with emerging needs and priorities.

The Collaborative will identify and secure additional external investment to deliver on the plans and priorities of the partnership and wider VCSE sector.

CONNECTIVITY



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The system recognises the places and neighbourhoods within it and understands most of the work will happen at a 'place' level, however where relevant it will work at a system level or cross boundaries.

The HNY VCSE Collaborative will operate in the same way, working at a system level creating the strategic drive and planning in how the VCSE sector is embedded in the work of the ICS. It is made up of organisations and people that know, understand, and represent their place. Each place lead will facilitate a place-based network of VCSE organisations that can work together to deliver on local priorities.

The VCSE sector will also be a key component to workstreams and themes at both place and system levels and we will ensure the VCSE representation in these areas is strong and utilises the strengths and knowledge of wider VCSE organisations ensuring the appropriate level of contribution in the right areas and will also be a key component of the place-based arrangements through our place leads.

At a place level it is expected that the VCSE place leads will facilitate a VCSE assembly for their place, which is a network of VCSE organisations of all sizes operating in a particular place. The assemblies may operate differently at each place but will be a key conduit for discussions, engagement and service design and delivery, that will understand their place and its priorities. These assemblies will have a direct connection to the ICS through the VCSE Collaborative. This will strengthen the role the VCSE sector plays within the ICS but will also require further resources and support to increase the capacity of the sector locally.

GOVERNANCE

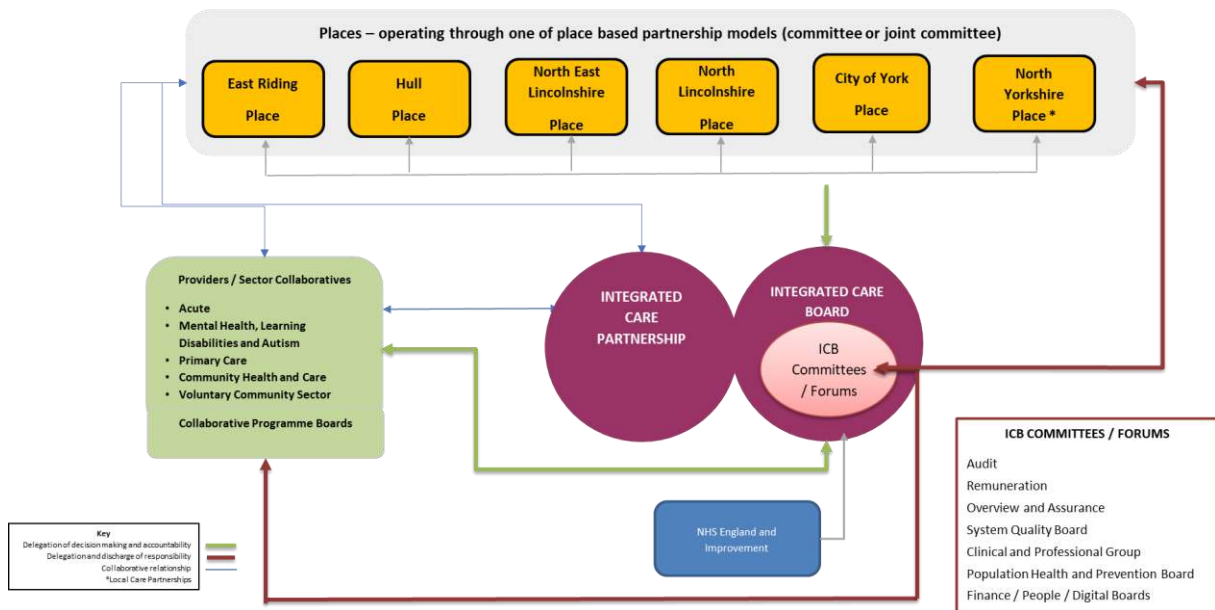
The VCSE sector is a key part of the ICS and therefore it forms part of the overall governance of how the HNY partnership will operate. The VCSE sector has the VCSE Collaborative in place to enable the connectivity of the sector and is also represented on key boards and networks. The VCSE Collaborative will connect to place through the place-based assemblies and in addition a system wide VCSE assembly will be created bringing together VCSE organisations from across Humber and North Yorkshire.

The collaborative will have a nominated Senior Responsible Officer (SRO) who will be responsible for the delivery of the collaboratives strategic objectives and maintain accountability to the wider HNY Health and Care Partnership.

The diagram below shows the HNY Governance Structure. The VCSE sector is shown within the governance by the VCSE Collaborative.



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The VCSE will work alongside the other collaboratives with responsibility as agreed with the Integrated Care Board (ICB). In addition, the VCSE Collaborative will work with the other collaboratives on their responsibilities and integrate the work of the sector to support and deliver against other outcomes. A VCSE representative will be appointed to the ICB as a participant (non-voting) member and the sector will have representation via the VCSE Collaborative at the Integrated Care Partnership (ICP).

The VCSE place lead representative on the system wide collaborative is expected to be a member of the place-based partnership in order to provide a strong connection between the VCSE at system and place level.

SHARED PRINCIPLES

For the VCSE and statutory sectors to work well together and to unlock the potential of future strong partnership opportunities, the following shared principles will form the foundation of our work:

- Transparency – in all our operations we will be open, sharing our work and learning freely across the partnership
- Active Co-Production – we are committed to the principles of co-production and ensuring early engagement of the VCSE sector in the planning process
- Respect – we will treat each other and all views with respect and ensuring everyone is being listened to and heard
- Independence – all partners recognise the independence of each sector and the value of individual members
- Excellence – we will constantly strive to deliver excellent services
- Integrity – partners within the system all have different accountability but we will work with integrity, objectivity, openness and be accountable to each other and the wider Humber and North Yorkshire Health and Care Partnership



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- Inclusivity – the sector is large and diverse, and we will communicate and collaborate with as wide range of organisations as possible. We will ensure that the way in which we work promotes accessibility and the active participation of a diverse range of partners
- Equality – we will promote equal opportunities ensuring all can people regardless of race, age, disability, gender, sexual orientation, religion or any other discriminatory criteria can access and participate in our work
- Community focussed and person centred – we will ensure the needs of our people are at the forefront of decision making and we seek the views of individuals and particularly lived experience
- Collaboration – we will proactively work with all partners on areas of joint interest to achieve the greatest impact and maximise our resources

RESPONSIBILITIES

To embed this memorandum of understanding and the ways in which the VCSE sector and the HNY Partnership will operate and continue to build on and enhance the relationships in place, the following responsibilities are agreed:

By both the VCSE sector and HNY Partnership:

- Champion the MOU and its contents within our own organisations and networks and encourage organisations to adopt the principles within
- Work together proactively to avoid conflict and share best practice
- Ensure the VCSE sector is involved in planning at the outset
- Share and celebrate the value and benefits gained from the partnership working between the VCSE sector and the HNY Partnership
- Ensure all activities and operations of our organisations and partner organisations are in line with the principles of the memorandum of understanding
- Mutually agree the responsibility of the VCSE Collaborative acting on behalf of the wider VCSE sector
- Advocate the strength and value of working collaboratively across organisations to achieve greater outcomes and reduce duplication
- Develop and promote commissioning models designed to create wider opportunities for service delivery
- We will hold each other to account ensuring our actions are in line with this MOU and work collectively to resolve issues and concerns



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The HNY Health and Care Partnership will:

- Recognise and support the independence of the VCSE sector and individual organisations as key strategic partners
- Work with the VCSE sector to co-design, plan and deliver services, utilising the strength, knowledge, and experience of the sector
- Recognise the importance of infrastructure organisations to support the VCSE sector and organisations of all sizes to contribute to health and care needs
- Ensure and advocate for the VCSE sector to be represented and able to provide a perspective within all core business and workstreams of the Partnership
- Continually develop their understanding of the VCSE sector, what it delivers and where it can contribute to health and care
- Understand and support how the VCSE sector operates, including:
 - Finance, the sector requires funding to deliver, this may need to be upfront and managed efficiently
 - Capacity, organisations have limited capacity and cannot provide resource that is not planned and costed appropriately
 - Reach and trust, the sector regularly engages and supports specific communities and trust has been built over time. The partnership should work with and through these organisations to reach our communities
 - Sustainability, longer term commitment to investing in the VCSE through different commissioning models
- Recognise and acknowledge the skills and knowledge of the people within the VCSE sector and embed this into the 'one workforce' approach

The VCSE Sector will:

- Recognise and acknowledge the responsibility and constraints placed on the HNY Partnership
- Engage and consult with the partnership to support delivery against key outcomes and challenges
- Maintain high standards of delivery and governance and meet all reporting and accountability arrangements with the partnership
- Promote and facilitate effective working relationships across the VCSE sector and with the HNY Partnership and other statutory bodies
- Where possible, include lived experience in the design and management of services
- Acknowledge and promote the health and care challenges and priorities being addressed by the HNY Partnership and work collaboratively to deliver impact
- Manage ourselves effectively through an assembly structure enabling the engagement of all VCSE organisations across Humber and North Yorkshire to



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understand and work together, in line with the principles of the memorandum of understanding

REVIEW

This agreement should be reviewed annually and shared with the wider sector.

