



Seeing the impact on the frontline: VCSE leadership in Integrated Care Systems

Webinar 1 – June 29th





Who is in the room...

- Integrated Care System leaders (NHS and Local Authorities)
- VCSE organisations with a focus on health, care and wellbeing
- VCSE infrastructure organisations
- Others with an interest in the topic
- Our guest speaker Jean Templeton – CEO of St Basils
- The Traverse team who will be facilitating the webinar and keeping an eye on comments in the chat





Background and context to the webinar today

- The value of the voluntary, community and social enterprise sector has been brought into the spotlight through COVID-19
- It's nothing that many people didn't know already!
- Volunteers across the country mobilized to deliver support where it was needed most
- The needs of high-risk and marginalized members of the local population have been met thanks to interventions that are holistic and preventative in nature
- This webinar will explore what is required to support effective leadership with the VCSE with a specific focus on service design, commissioning and service delivery
- To sustain and further enhance this crucial role



INtegrated Care Systems?

Jean Templeton

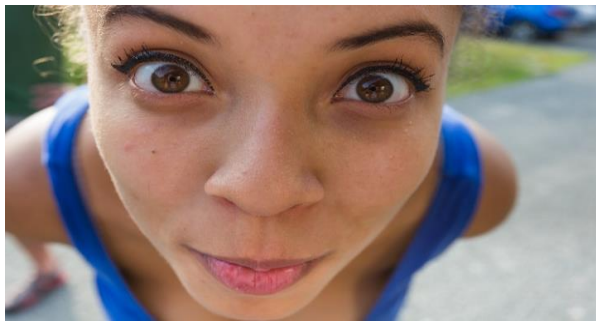
Chief Executive, St Basils

Chair of WMCA Homelessness Taskforce

PREVENTING YOUTH HOMELESSNESS

**St
Basils**
Works with young people

We want young people to feel cared about, to have trusted support, somewhere safe, suitable and affordable to live that enables them to learn and work.



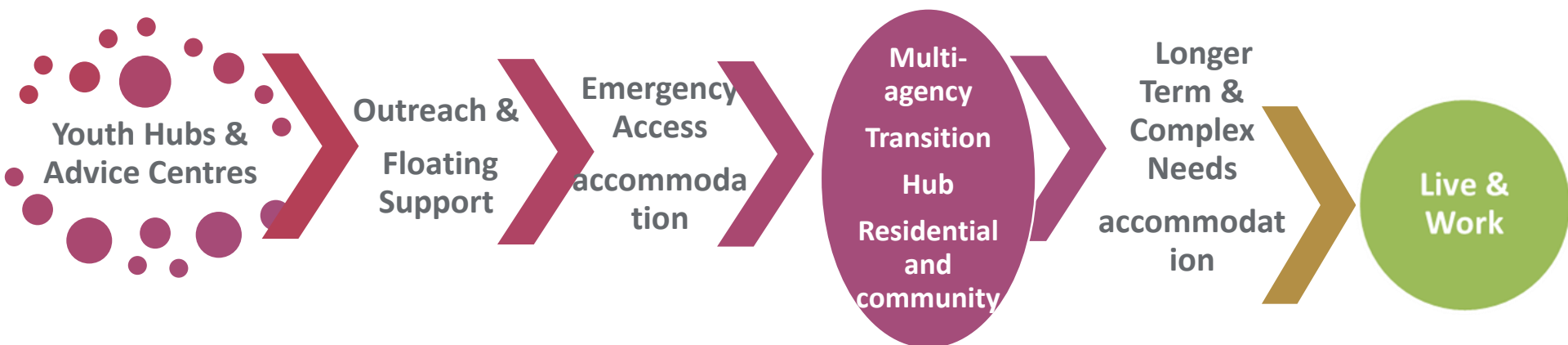
St Basils *WORKS* with Young People to prevent homelessness

PREVENTING YOUTH HOMELESSNESS

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ST BASILS PROGRESSION OFFER

St Basils offers a range of services to young people underpinned by our three key pillars of support



Employability & Life Skills



Youth Voice



Psychologically Informed Services

PREVENTING YOUTH HOMELESSNESS

Role of the NHS at 3 levels

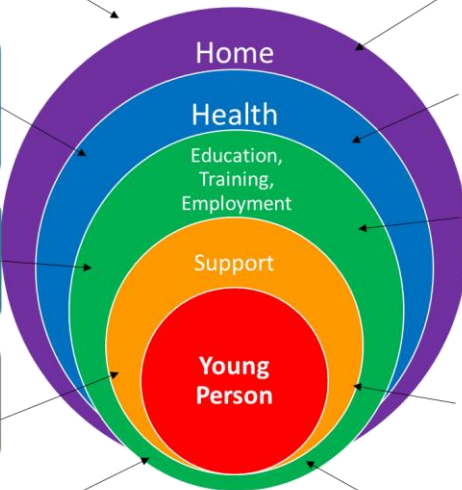
<p>Commissioner & Provider of Healthcare</p>	<p>Integrated Care System Partner</p>	<p>Anchor Institution Contributor to the wider determinants of health</p>
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Tackling Health Inequalities - a number of domains and lenses

Domains and lenses					
<p>Wider Determinants</p>	<p>Deprivation</p>	<p>Inclusion Health</p>	<p>Disabilities (LD, SMI)</p>	<p>Ethnicity</p>	<p>Life Course Conditions</p>

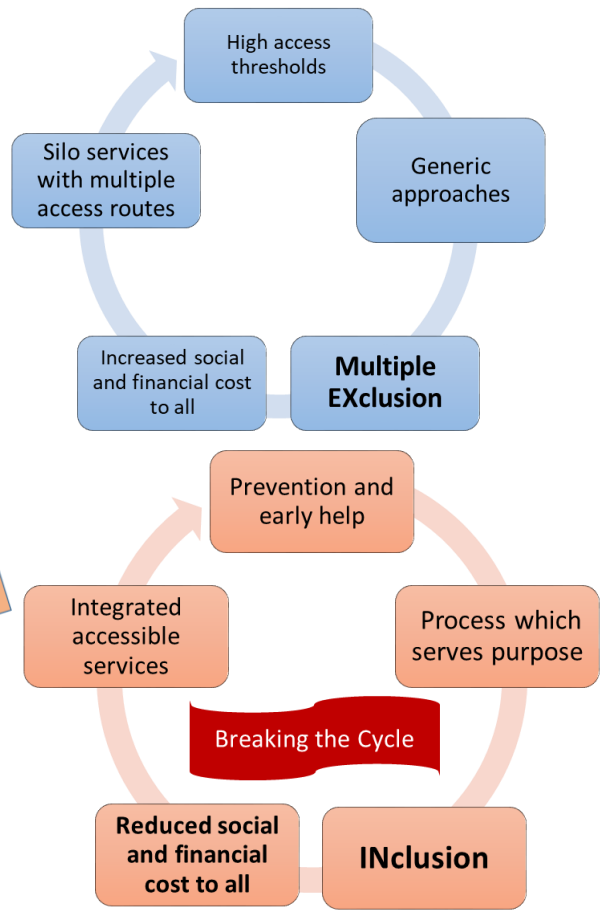
↑ Risk

- HomeLESS – rough sleeper; No housing offer
- Mental ill health; drug and alcohol; inability to reach thresholds of assistance
- Fall out of Education system; entrenched NEET
- Complex access; multiple thresholds; insufficient poor quality; sanctions
- Family and relationship conflict; Care leaver; Criminal Justice system;



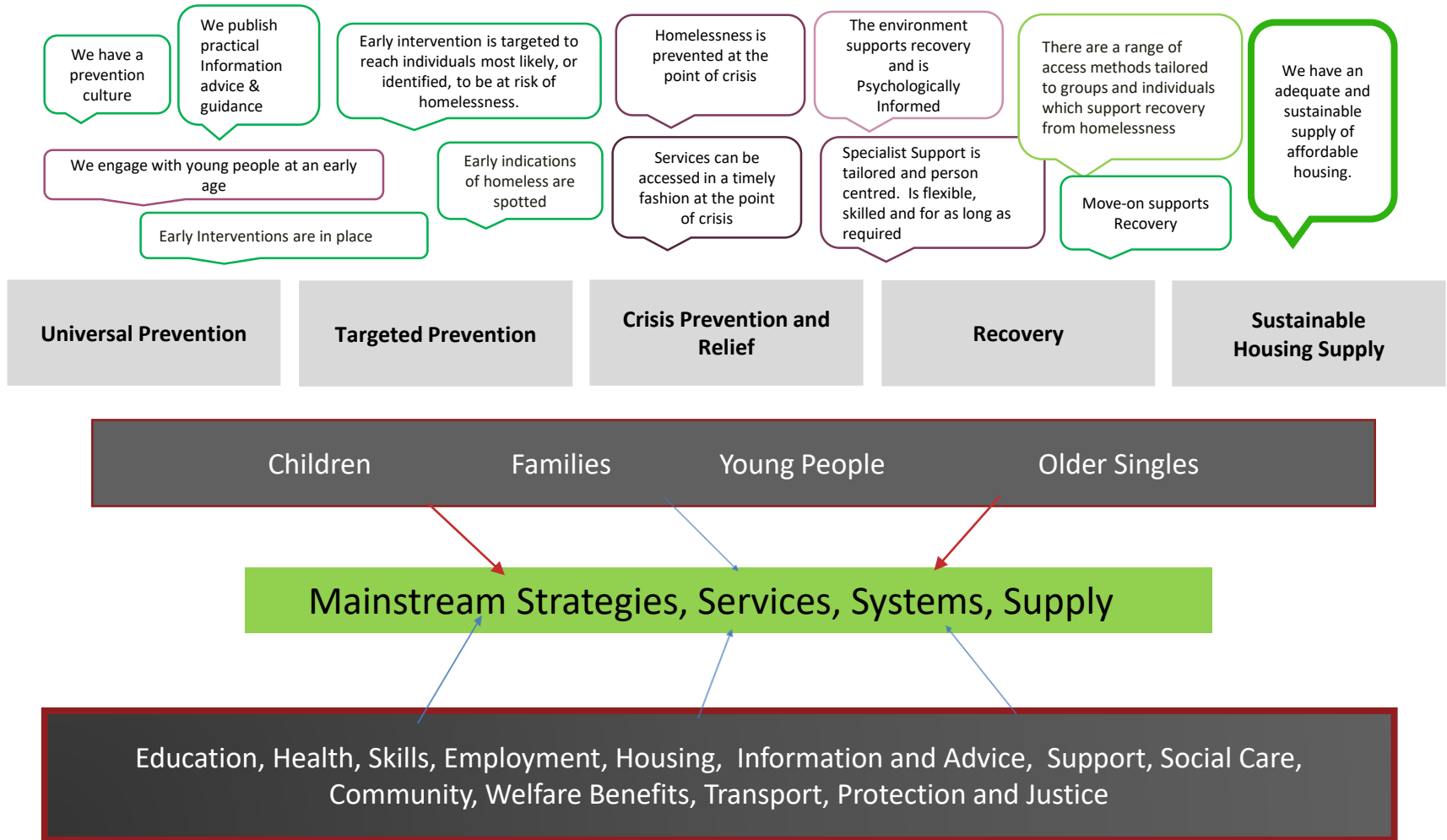
↑ Protective

- Safe, affordable accommodation which underpins learning and work
- Timely Access to youth friendly health services including mental health and drug and alcohol services
- Strengths based support to re-engage; pathway to employment and earned income
- Single gateway to tailored holistic support, income and accommodation
- Family support; Good care experience; Remains in EET



- Affordable Supply
- Tackle welfare related Poverty
- Good Employment
- Info Advice Guidance
- Integrated Prevention

Commitment to collaborate- Pathway model



Birmingham Vulnerable Adults Commissioned Youth Pathway

Targeted Support Service

Advice and Wellbeing Hub (AWH)

Is the single point of access of all young people who are experiencing difficulty with housing issues.

The Information Advice and Guidance team, will undertake an initial assessment to build a picture of the overall support needs of the young person.

The Hub will then advise and refer clients to the appropriate service who are best placed to support the client. The Hub will share information collected in the sessions to the next service on a need to know basis.

(up to 3 Sessions)

Lead Worker Service

This is a floating support service targeted at young people in their own accommodation, supporting clients to:

- Transition into independent living
- Prevent tenancy breakdown.

Support is offered for up to 12 months and provided by St Basils and Trident Reach (Accessible via AWH).

Long Term Accommodation

A range of supported accommodation across the city incl. shared, self-contained, fully supported and semi supported. Young People can be referred to this accommodation as part of a planned move either from Emergency Accommodation or the AWH.

There are currently 5 Commissioned Accommodation Providers within this area. (Accessible via AWH).

Complex Needs Provision

Within St Basils Long Term accommodation, clients with more complex support needs can be accommodated and supported via our Complex Needs offer. (Accessible via St Basils Allocations Process)

Rough Sleepers Outreach Team

Delivered by St Basils outreach navigators weekdays and Trident Reach evenings and weekends.

Emergency Accommodation

If a young person is already homeless (subject to HRA definitions) they can be placed into Emergency Accommodation with St Basils for up to 90 Days (3 months).

Youth Hub (HRA)

Statutory homeless service to support YP to "Prevent or Relieve homelessness"

Recovery Service

Transition Hub

A specialist multi -disciplinary support service which can take referrals from Professionals, other Commissioned Accommodation or Support Services via AWH.

This service provides a range of support services for up to 24 young people, offering young people with multiple complexities the time to engage with support and to successfully move into other supported accommodation, by breaking the cycle of disengagement.

Referral Criteria

- YP is aged 18-25 (16/17 in exceptional circumstances):
- In Housing Need (Homeless or precariously housed) and has 1 or more of the following needs:
 - Mental Health (Diagnosed or undiagnosed)
 - Learning Disabilities & Difficulties
 - Substance Misuse
 - Adverse childhood experience
- Non-engagement in support/ serially excluded



Live and Work Youth Village

Homes

- Accommodation in Sandwell for young workers £42 per week inclusive of all bills.
- 32 young people, 8 flats of 4 bedrooms, a shared kitchen, dining and bathroom facilities.
- 20 minutes away from Birmingham City Centre with amazing transport links!
- Staff support 9 – 5 Monday – Friday and on-call 24/7.
- Open to all 16-24 years olds who are homeless or at risk in Sandwell and Birmingham

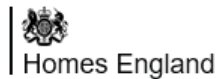
Jobs

- Paid apprenticeships with Sandwell & West Birmingham NHS Trust - NVQ2
- Work placements with property companies
- local entry level employment opportunities

Recognition

- Multiple award winning scheme - 'Excellence in Education'
- National Housing Award 2018- Outstanding contribution to Homelessness
- National Housing Award 2020 – Best Homelessness Partnership
- Live and Work proof of concept achieved and evaluated; £14 ROI for every £1

Partners:



What works and what gets in the way?

Obstacles

- Silo systems
- Focus on outputs rather than impacts for people
- Complexity and capacity
- Playing shops
- Shunting risks
- Partner? Contractor? Provider?
- Pick and mix

Enablers

- Lifecourse, prevention focussed, INclusive approaches
- Shared objectives
- Co-design at strategic and operational level
- Innovation partnerships
- Open book approaches
- Action research approaches rather than too-late evaluation
- User Voice embedded



The Partnership Performance Wheel™

(CPCR)

Partnership Failure	
64%	poor or failed relationships
30 %	poor strategic or business planning
6%	bad legal or financial T&C

The spokes :

Leadership
Decision making
Conflict resolution

Team Structure
 Operating systems
 Communication
 Reward and recognition
 Measurement and improvement



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Questions and reflections





*Emerging insights from our
evaluation*



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- In general the VCSE sector is receiving some form of financial investment from their ICS.
 - In most cases, based on our evaluation work this financial investment takes the form of dedicated funding to support particular workstreams.
 - In the majority of cases, this isn't provided through a sustainable model of future investment and is currently made available on a mostly ad-hoc basis.
 - It's clear that the value of the VCSE sector lies in its ability to deliver services in a way that engages citizens in co-production, which in turn informs the design of services.
 - Systematic and routine integration of the VCSE sector into service commissioning and design processes will need outcome and assurance frameworks for commissioned services between the VCSE sector and statutory partners.
 - Including VCSE organisation early in the process of service design as equal partners will improve decision making.
 - Formal recognition of how the VCSE sector contributes to the objectives of the NHS 10-year plan are needed to ensure a recognised and sustainable future for the VCSE sector.



What you told us

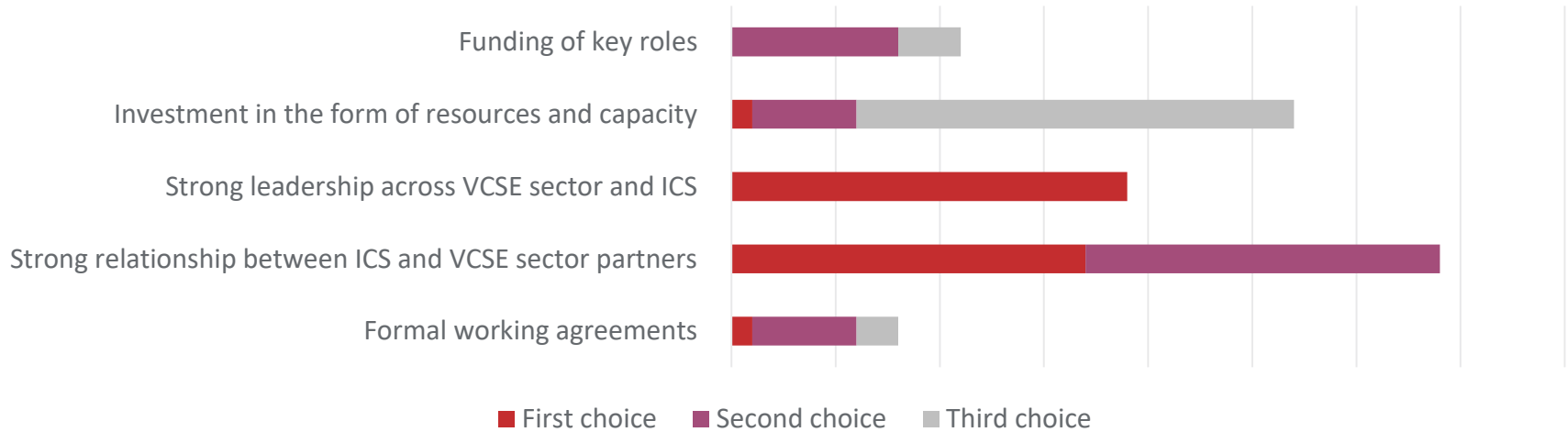
Pre-webinar survey results



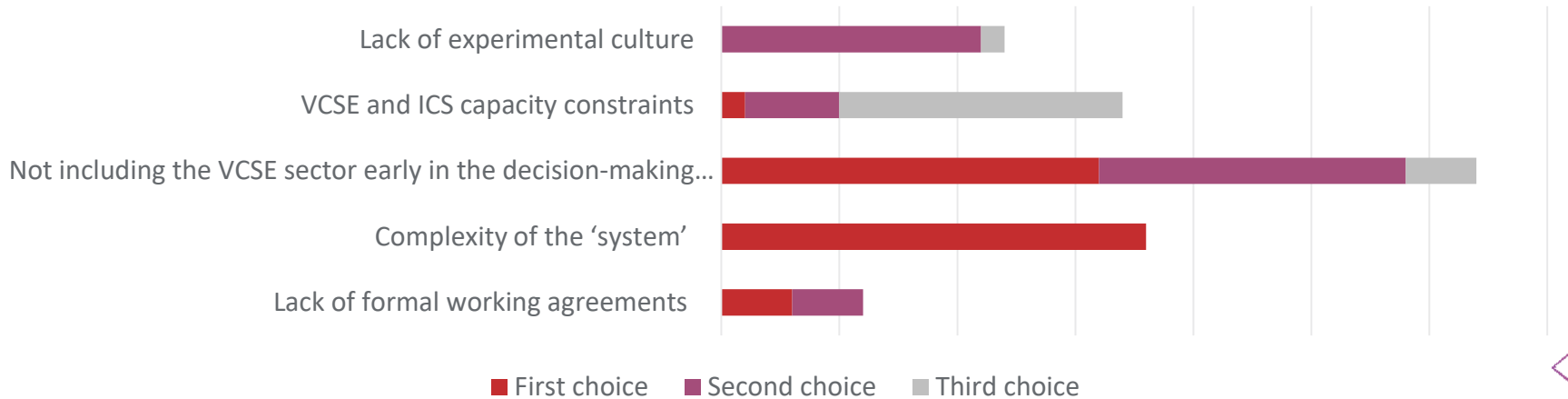


Including the VCSE sector in service design and commissioning

Enablers



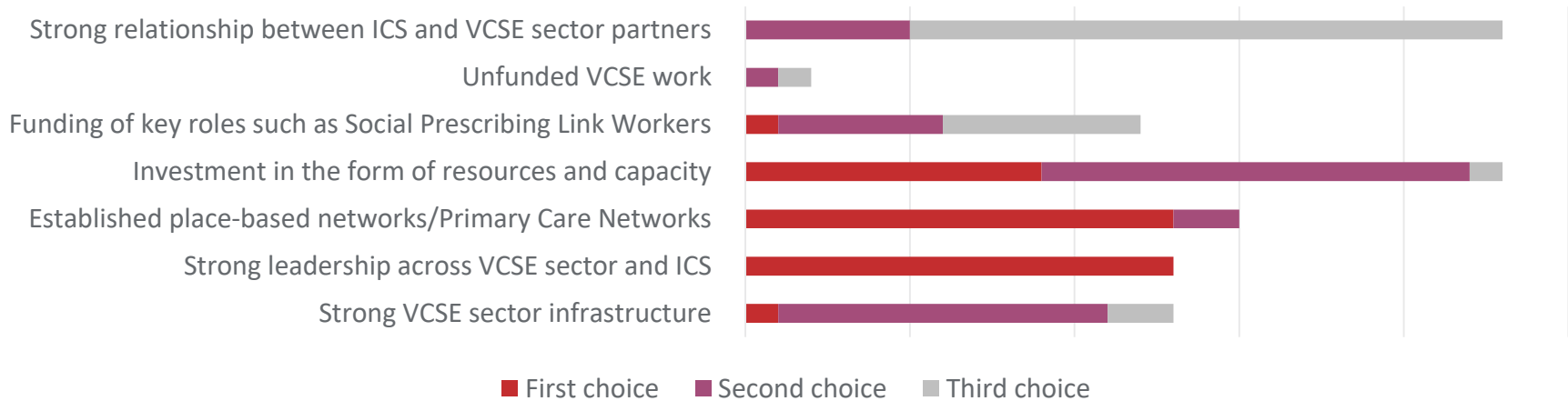
Barriers



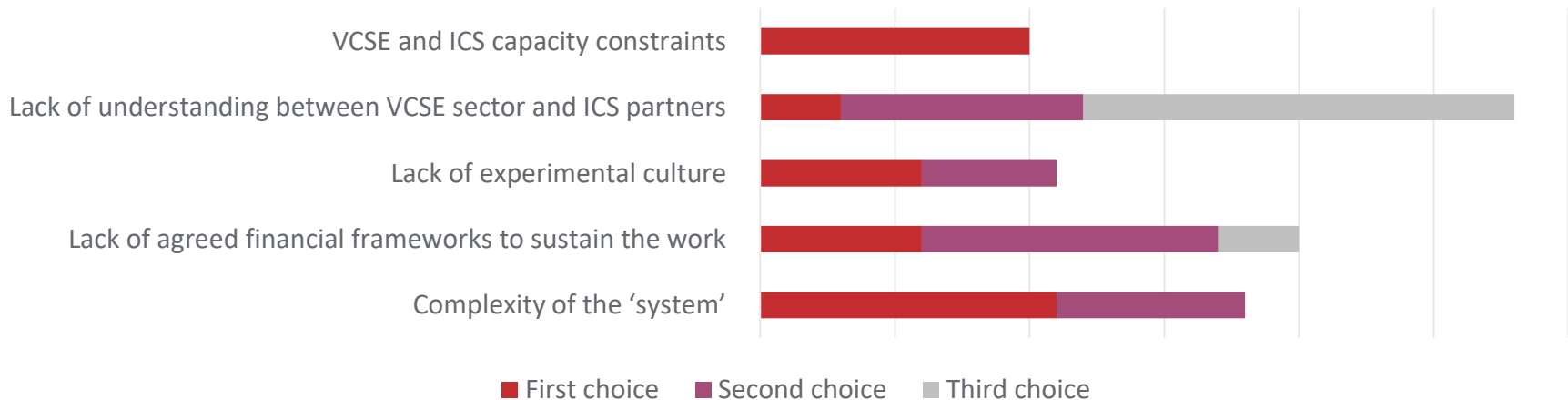


Embedding the VCSE sector in service delivery

Enablers



Barriers





Key quotes from barriers

“Lack of trust and recognition from the ICS. The ICS must truly value the VCSE sector as an equal partner not just an afterthought.”

“Little understanding and/or respect for VCSE sector in NHS, taking advantage”

“Communication. It is so difficult to promote VCSE services to frontline ICS staff . There needs to be a way of informing those in management who can then ensure frontline staff are aware that they can signpost their patients to the services”

“Trust is a huge issue e.g. statutory services trusting that the voluntary sector are safe and can be trusted to deliver important projects.”

“Short-term funding in VCSE hampers continuity.”

“Misunderstanding by ICS that money will trickle down from large voluntary sector orgs to smaller ones as part of contract. This rarely every happens.”





Reflections to inform action





Webinar 2:
Supporting partnerships,
representation and governance:
VCSE sector and ICS – July 7th



Thank you.



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