



**RESET & BUILD PROGRAMME: reimagining the public sector relationship with voluntary, community, and social enterprise sector partners**

**REPORT AND RECOMMENDATIONS TO THE CENTRAL LANCASHIRE PARTNERSHIP BOARD AND CENTRAL LANCASHIRE VCSE LEADER'S PARTNERSHIP**



**The Open University**



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AGE UK Lancs  
Breathe Therapies Preston  
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Community Futures  
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Disability Equality NW  
The Foxton Centre  
Galloways Society for the Blind  
Heartbeat NWCC  
Home-Start Central Lancashire  
Independent Community Advocacy Network North  
Key Youth Charity  
Lancashire BME Network  
Lancashire Forum of Faith  
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Jason Stamp, Building Forward Together – Hull  
Samantha Lowe, Customer Care Team, CCGs

## LIST OF ABBREVIATIONS

<b>AI</b>	Appreciative Inquiry
<b>BME</b>	Black and minority ethnic
<b>CCG</b>	Clinical Commissioning Group
<b>CLLP</b>	Central Lancashire VCSE Leader's Partnership
<b>DWP</b>	Department of Work and Pensions.
<b>EIA</b>	Equality Impact Assessment
<b>HCV</b>	Humber, Coast & Vale ICS
<b>H&amp;C</b>	Health and Care
<b>H&amp;SC</b>	Health & Social Care
<b>ICP</b>	Integrated Care Partnership
<b>ICS</b>	Integrated Care System
<b>LAL</b>	Lancashire Adult Learning
<b>LVP</b>	Lancashire Volunteer Partnership
<b>OU</b>	Open University
<b>NHSE</b>	National Health Service England
<b>SRO</b>	Senior Responsible Officer
<b>VCSE</b>	Voluntary, Community, and Social Enterprise (sector).

## EXECUTIVE SUMMARY

Central Lancashire's VCSE *Reset & Build* programme has been described as "different, difficult but effective" in its main aim of beginning to build trust between VCSE leaders and partners in our Place-based Partnership.

Recommendations from Phase One of the programme have been agreed with a range of VCSE partners in and across central Lancashire leading and representing neighbourhood-based groups, networks of wider organisations and larger, district or county-wide and regional charities.

Each workstream's recommendations have been prioritised by participants and there has been further engagement with members of Lancashire BME Network recognising many had, and continue to have, limited capacity to engage effectively within the timescale.

All the recommendations are set out in the report and the highest priority recommendations are set out below.

Central Lancashire Place-based Partnership Board is asked to note the development of the VCSE *Reset & Build* partnership programme and the work of the four workstream groups in developing a series of recommendations. Delivering this report to board is not the end, it is the real beginning and these recommendations form the basis of the plan for Phase Two for the next six months.

They form the basis of a transformation plan which will support the development of a new approach to partnership aligned with the priorities of central Lancashire and, once implemented, will establish the VCSE as a strong and valued strategic partner for future collaborative decision making and service delivery.

Developing this initial phase of the programme, good practice has surfaced which provides a platform to turn the priority recommendations into actions over the next six months. Ongoing feedback and commitment has shown energy and enthusiasm to continue driving this work forward - thinking and working differently, understanding different perspectives and developing partnership and collaborative ways of working.

Following outcomes of Phase One, the CLP SLT has now asked for:

1. Clear Recommendations.
2. Clear Actions for Central Lancashire Partnership to commit to.
3. Clear Ask for support / resources to deliver the recommendations.
4. Clear Aims to achieve with required resources in phase two.

### **1. Clear recommendations.**

#### 1.1. Future Commissioning, Investment, and Sustainability

- A joint VCSE/ICP Procurement Reference Group for all VCSE and ICP partners at Place level.

- Establish VCSE sector partners as a starting point for procurement for all non-acute care.
- Embed a joint understanding of Social Value work into Health and Care commissioning and procurement approaches across Central Lancashire.
- Develop commissioning and procurement training sessions for VCSE partners at Place level

#### 1.2. Support And Development

- Establish Central Lancashire VCSE infrastructure mechanism to support VCSE development in the coming year
- Develop a collective VCSE commissioning framework for Central Lancashire offering a structured approach to investment in the sector including Full Cost Recovery (FCR) for Charities
- Promotion of Transparency and Accountability in procurement from all partners – e.g., meetings in public / secure document repository.
- Identify VCSE organisational and leadership infrastructure needs

#### 1.3. Volunteering

- Establish a Place-based Volunteering Steering Group with all partners - volunteer leads from this Task and Finish Group volunteered to continue to be involved.
- Build on existing frameworks (e.g., DENW framework) to audit what already exists, what works for volunteers and makes the value and impact of volunteering clear in our system.
- Connect existing resources, sharing and learning to potential volunteers, e.g., building on Lancashire Adult Learning (LAL), DWP.
- Promotion of jointly funded efforts to recruit, induct, train and look after volunteers, e.g., building on Lancashire Volunteer Partnership (LVP)

#### 1.4. Workforce

- A shared VCSE and ICP online portal for pooling resources linked to the wider Volunteering Offer.
- A campaign strategy to raise the profile of the VCSE sector and inform about the diverse career opportunities it offers.
- A Central Lancashire Statement of Purpose that emphasises the shared values of the VCSE and public sectors and pledges to ensure we move towards common conditions of service across the integrated landscape e.g., work opportunities, workforce inclusivity, and mental health and wellbeing of workforce.

## 2. Clear actions.

- 2.1. **Note** and comment on all recommendations within this report, especially the highest priority ones detailed in this summary, along with the potential resource and investment implications attached to these.
- 2.2. **Note** the comments in the risks section of each workstream.
- 2.3. **Note** that the response rate of almost 50%, to the recommendations and prioritisation, is unusually high (ref. Dr. Joseph De-Lappe, P.12).
- 2.4. **Note** the model this Programme has developed can provide a tested model of co-creation with VCSE for future working.

- 2.5. **Agree** that the VCSE Reset & Build partnership programme should move towards the delivery phase, “Phase Two”, based on these recommendations.
- 2.6. **Agree** the role of the SLT to provide Programme Oversight.
- 2.7. **Agree** to work with CLLP to identify potential resource to enable delivery of key actions.
- 2.8. **Agree** to cascade information about the development of the Programme throughout your own organisations as a means of promoting cross sector participation in Phase Two.

### **3. Clear ask.**

- 3.1. Resource Phase Two. Matching the investment created in Phase One will create this capacity and ensure we do not lose momentum.
  - Phase One investment of £18.2k was raised through; £8.6k from Community Futures for direct support and participation fees to 22 VCSE organisations. £9.6k from the OU Knowledge Transfer Voucher Scheme.
  - Phase Two will require more focussed work from all stakeholders, which includes business support, meeting attendance, coordination and facilitation.

### **4. Clear Aims.**

- 4.1. Turn recommendations into an action plan for delivery.
- 4.2. Engage with numerous VCSE organisational leads to design and deliver Phase Two.
- 4.3. Embed Reset & Build more centrally in the CLP Development plan.

## BACKGROUND

At its meeting on 13 May 2021, the Central Lancashire Partnership Board agreed to initiate and support the *Reset & Build* programme to reimagine the relationship between public sector and Voluntary, Community, and Social Enterprise (VCSE) sector Health and Care (H&C) partnerships.

The aim of the work is to re-envision the relationship between statutory and VCSE partners in preparation for organisational and legal changes introduced by the *Health and Care Bill (2021)*<sup>1</sup> on 6 July 2021. The recommendations in this report are made on behalf of the local VCSE sector, representing the views and experiences of 22 organisations.

The report is seeking support and endorsement from the Central Lancashire Partnership Board to implement the recommendations and to support the development of phase two of the programme of activity. The recommendations should be considered by the Board when developing policy in the run-up to April 2022, when Lancashire and South Cumbria Integrated Care System (ICS) is likely to become a legal entity and the de-facto H&SC partnership in Lancashire and South Cumbria.

Integrated Care Systems will become statutory organisations charged with maintaining place-based H&C partnerships with collaborative working emphasised at all levels<sup>2</sup>. The legislative changes envision a key role for the voluntary and community sector going forward as a partner in delivering integrated H&C services. The legislated shift to Integrated Care Systems occurs in the context of the ongoing Covid 19 pandemic. This places an increasing economic burden on public sector and VCSE sector H&C services<sup>3</sup>. At the same time, the disruption caused by H&C responses to the pandemic, the different ways of partnership working this promoted<sup>4</sup>, present an opportunity to rethink how existing limited resources can be better used preventively drawing on VCSE strengths to realise this ambition.

The *Reset & Build* programme reflects the critical role voluntary and community sector partners play in H&SC responses to the pandemic in Central Lancashire. This reinforces the pre-pandemic recognition that the VCSE sector's potential needs to be developed and unlocked. The recommendations in this report are a charter to bring this about. Going forward, the Integrated Care System in Central Lancashire and South Cumbria will be dependent on a thriving, sustainable, and connected VCSE sector, underpinned with a clear value of equality and equitable opportunity which is centralised as part of the ICS structures. A key driver for the programme is the developing relationship between the Central Lancashire Partnership and the Central Lancashire VCSE Leader's Partnership.

## **AIMS OF RESET & BUILD**

The success of *Reset & Build* programme is how it reimagines a model of best practice with collaborating partners to achieve its aims. The model seeks to reset the relationship between statutory, voluntary, community, and social enterprise H&C partners in Central Lancashire at a juncture when organisational and legislative change provides an opportunity to integrate systems, governance, commissioning front-line delivery, and working practices.

The objective is to change narratives and working practices about VCSE sector involvement in public sector H&C services. The programme actively encourages thinking and working together differently. This empowers and enables better decisions within partnerships, makes better uses of limited resources, and builds on existing potential between H&C partners in Central Lancashire.

To ensure this, the programme is guided throughout by its core principles:

- Thinking and acting differently
- Appreciative Inquiry (AI)
- Valuing each other
- Mutual respect
- Seeking positive change in relationships
- Building Forward Together<sup>5</sup>

The *Reset & Build* programme draws on what worked for *Building Forward Together* - a programme of work initiated by Hull Place Board. We thank Jason Stamp (Co-Chair of the Oversight Group for *Building Forward Together*, Chief Officer North Bank Forum for Voluntary Organisations Limited, and Chair and Senior Responsible Officer for the HCV VCSE Leadership Programme) for his guidance and support.

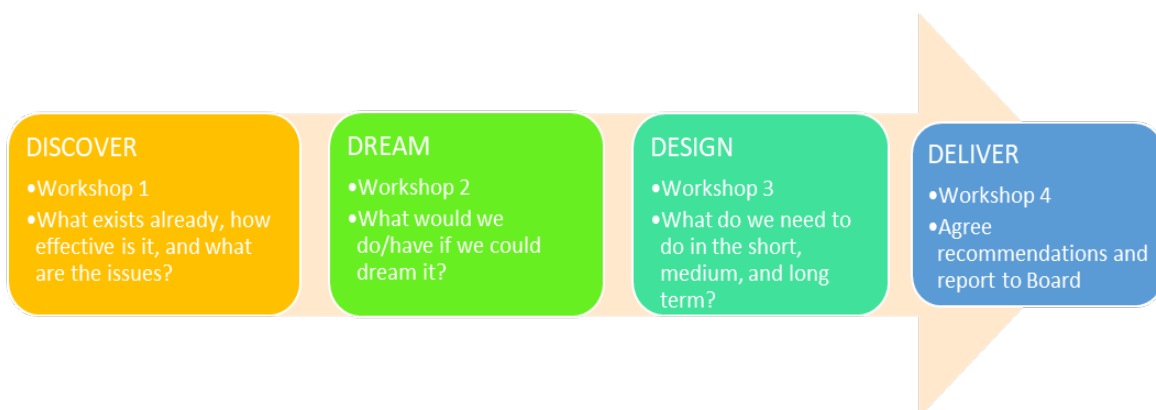
## DESIGN PROCESS OF RESET & BUILD

The *Reset & Build Programme* is structured around four Work Streams which operate as a focus of its activity:



All Work Streams addressed four key areas: health inequalities, social inclusion, the specific needs of ethnic minority communities, and data requirements. Each Work Stream was led by a small Task and Finish Group made up of key people from Central Lancashire VCSE Leader's Partnership members, and wider voluntary and community sector groups and organisations where relevant.

Each Task and Finish Group participated in four workshops, following an Appreciative Inquiry (AI) approach to answer the following key areas:



Briefing notes for each Work Group, scheduled workshop dates, and membership lists are attached as **APPENDIX I**. A detailed description of AI - a process for looking at organisational change which focuses on identifying and doing more of what already works, rather than identifying problems and trying to fix them - is attached as **APPENDIX III**.

Professor Samantha Baron, Head of the School of Health, Wellbeing and Social Care at the Open University co-facilitated the four workshops associated with each Work Stream with Joseph Hannett, Partnerships Manager at Community Futures. To compile this report, as part of an OU Knowledge Exchange Grant of £9,600, Dr Joseph De Lappe was employed as a Research Associate to collate and analyse the data emerging from the four workshops:

- Jamboards generated for each Work Stream, i.e., online interactive whiteboards that facilitate collaborative brainstorming and idea mapping. An example of a generated jamboard is attached as **APPENDIX IV**
- Resources generated for each workshop session, e.g., PowerPoint slides
- Audio-visual recordings of workshop sessions
- Transcriptions of workshop sessions
- Facilitator notes on each workshop session
- Emails generated for each workstream and workshop session
- Feedback from workshop participants via 1) a feedback sheet regarding key recommendations, 2) elicited comments on this report, and 3) an online survey regarding the delivery of Phase 1 of Reset & Build .

Each work stream was supported by the Central Lancashire Partnership Core Team, Community Futures, and Chorley and South Ribble Clinical Commissioning Group.

### **GOVERNANCE OF *RESET & BUILD***

Task and Finish Groups reported to a senior level Oversight Group who have been responsible for coordinating the work and agreeing the recommendations to the Central Lancashire Partnership Board outlined in the report.

Central Lancashire Partnership Senior Leadership Team and Central Lancashire VCSE Leader's Partnership development manager as Senior Responsible Officer (SRO) function as this Oversight Team. It is chaired by the Central Lancashire Partnership independent chair Marie Burnham.

The Oversight Group are directly accountable to the Central Lancashire Partnership Board with the SRO providing progress updates on a monthly basis.

The Oversight Group are responsible for:

- Agreeing the role and scope of the Work Groups
- Identifying appropriate membership from all partner agencies, including the voluntary and community sector
- Monitoring progress and ensuring emerging issues or concerns are addressed early
- Making final recommendations for action to the Central Lancashire Partnership Board

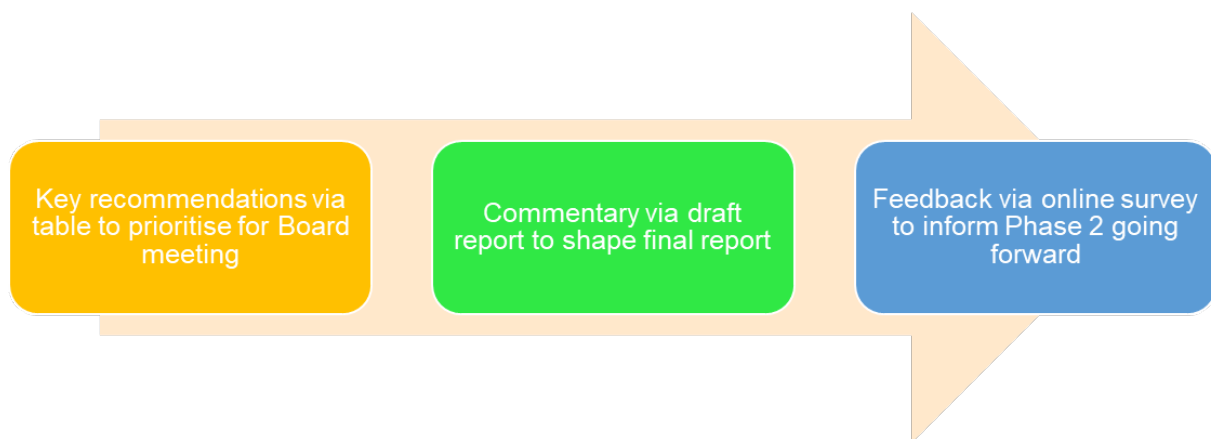
The Terms of Reference, organisational relationship, and membership for the Oversight Group is attached as **Appendix II**.

## ENGAGEMENT

35 people took part in the *Reset & Build* workshop programme representing 22 VCSE organisations. The VCSE partner organisations who engaged with the programme illustrate the contribution the VCSE sector already makes to Health and Care services in Central Lancashire. They act on behalf of Black and minority ethnic communities, other local communities, older people, the young, the homeless, the disabled, those at risk of violence, those at risk of key health issues, and those facing end-of-life care.

## FEEDBACK ON WORKSHOPS, OUTCOMES, AND RECOMMENDATIONS

A three-stage process was developed to capture feedback from workshop participants to inform the recommendations in this report:



Tables of key recommendations were drafted from the evidence generated by the workshop sessions, see attached **APPENDIX V**. These recommendations were passed to workshop members to prioritise and to add any further recommendations they felt should be prioritised. 18 completed sheets were returned by the deadline set for a response rate of approximately 50% across all workstreams. In the estimation of the researcher, Dr De Lappe, this is a high response rate where response rates for online feedback from workshop attendees are typically below 20%.

Feedback from the completed tables were used to write an initial draft of this report which was sent back to workshop members to comment on. Their comments were incorporated into the final version of the report so that it is an accurate reflection of their prioritised recommendations for the Central Lancashire Partnership Board meeting on 9 December 2021.

A short online survey has been designed to capture workshop members' feedback regarding the content and delivery of Phase 1 of *Reset & Build* to inform Phase 2 going forward. Because of time constraints and the risk of feedback fatigue for workshop members, it has been decided to delay sending this out.

In tandem with the three-stage process described above, additional feedback was requested of Lancashire BME Network members more generally regarding the draft report so that their specialist expertise and voices would be heard in the recommendations made. Their feedback and recommendations have been added to the report following the recommendations of each workstream.

Guidance was also sought from Galloways Society for the Blind for the production of a more easily read version of this report.

We thank Lancashire BME Network and Galloways Society for the Blind for the additional contributions they made to this report.

## **WORKSTREAM: FUTURE COMMISSIONING, INVESTMENT AND SUSTAINABILITY**

**Intended outcome:** Better commissioning, better services, and a more sustainable VCSE sector in Central Lancashire.

**From Task and Finish Group briefing:** *The Future Commissioning, Investment, and Sustainability workstream will be asked to come up with a series of recommendations and actions around the future commissioning, investment, and sustainability of the VCSE.*

### **Recommendations**

1. A VCSE Procurement Group to develop and improve Health and Care commissioning and procurement approaches across Central Lancashire. Phase 2 of *Reset & Build* is anticipated to initiate the development of this group. This involves:
  - a. A VCSE Procurement Group for all VCSE partners at Place level
  - b. Separate VCSE Procurement sub-Groups at Place level for all VCSE partners offering similar services.
  - c. A VCSE Procurement Oversight Group at Place level that combines a) and b)
2. Empowering the VCSE Procurement Group including time and resources to collaboratively:
  - a. Embed Social Value work<sup>6</sup> into Health and Care commissioning and procurement approaches across Central Lancashire, “not every number counts and not everything that counts is a number.”
  - b. Maximize parity in new commissioning and procurement rules for VCSE partners with public sector partners except in key areas, e.g., acute case Health and Care.
  - c. Develop commissioning and procurement training sessions for VCSE partners at Place level.
  - d. Establish good-grant-making principles and standards across Central Lancashire, broadening access by understanding barriers faced by VCSE organisations, particularly those working with or led by Black, Asian, and Minority Ethnic people and communities.
  - e. Develop an inward investment suite of resources to attract more grant funding and other support for Central Lancashire’s VCSE sector.
  - f. Create pro-active contact between commissioners and VCSE groups and organisations: visiting projects, gaining understanding of what organisations do, talking to service users to understand outcomes and impact on their lives<sup>7</sup>.

3. Build an understanding of the work of Black, Asian, Minority Ethnic, and other Equality Group VCSE organisations that maximises the opportunity to fund their work including.
  - a. Additional support for Black, Asian, Minority Ethnic, and other Equality Group VCSE organisations, e.g., producing quality funding applications, understanding monitoring, and reporting requirements – ref: Support and Development workstream.

#### Risks of not acting on recommendations

*Continuing to meekly pursue investing in social value and merely “engaging” with people and communities living with health and inequity, will continue to produce more of the same and risks our achievement of the shared aims above.*

*We will continue to have narrow, condition specific services which only treat symptoms and not causes and continue with service which are not strengths based or person centred.*

*We will not see a reduction in demand for support in crisis until we invest to save systemically and courageously; investing in addressing the “causes of the causes” – which is where and why many VCSE organisations exist.*

## **WORKSTREAM: VCSE SUPPORT AND DEVELOPMENT**

**Intended outcome:** A thriving diverse VCSE sector is vital to H&C services in Central Lancashire. Supporting VCSE development will be crucial to Lancashire and South Cumbria ICS going forward.

**From Task and Finish Group briefing:** *The Support and Development workstream will be asked to come up with a series of recommendations and actions around how best to meet the support and development needs of the wider VCSE sector*

### **Recommendations**

1. A Central Lancashire VCSE infrastructure mechanism to support VCSE development in the coming year – this is anticipated to be Phase 2 of *Reset & Build*
2. A positive bias towards the support and development of VCSE Equality Groups building on existing Equality Impact Assessment (EIA)
3. Design and implement of a co-creation threshold and levy for our Place<sup>8</sup>, REF Commissioning workstream
4. Promotion of Transparency and Accountability in procurement from all partners – e.g., meetings in public / secure document repository
5. A collective VCSE commissioning framework for Central Lancashire offering a structured approach to investment in the sector including Full Cost Recovery (FCR) for Charities, REF Commissioning workstream
6. VCSE training and induction modules for partner organisation staff including senior leaders
7. Further research to promote understanding of the VCSE sector and its many roles within wider Health and Care systems
8. Identifying VCSE organisational and leadership support needs
9. Developing the sector's data and intelligence capability, and capacity for it to be brought together
10. Communication models which provide open proactive conduits between the VCSE and Public sectors that (which?) go beyond consultation about commissioning
11. VCSE experts as partners in designing communications which are accessible to all in the VCSE sector particularly those organisations which currently have fewer opportunities. This includes Black, Asian, Minority Ethnic, and other Equalities Groups and voices
12. Trained, supported, diverse, accountable, and effective VCSE representatives within wider Health and Care systems to drive more equitable VCSE support and development
13. Time and space to nurture relationships and collaborations between VCSE organisations

## Risks of not acting on recommendations

*Continuing with an ad-hoc approach to VCSE by all system partners risks the whole aim of the partnership but particularly: “listening to and working with our communities”, “reducing inequalities” and “maximising use of place-based resources” – including enhancing/complementing statutory sources with those open only to VCSE.*

*Without a connected, respected and well-supported VCSE sector we will continue to muddle through unsatisfactorily and dissatisfaction will again take hold.*

## **WORKSTREAM: VOLUNTEERING**

**Intended Outcomes:** Residents in Central Lancashire to be able volunteer across a range of organisations, or one, with ease and with the right support, recognition, training, and opportunities for career advancement

**From Task and Finish Group Briefing:** *The Volunteering workstream will be asked to come up with a series of recommendations and actions around the future development of the Volunteering Offer in the City.*

### **Recommendations**

1. Establishing a Place-based Volunteering Steering Group with all partners
2. Building on existing frameworks (e.g., DENW framework) to audit what already exists and what works for volunteers
3. As the Community Hub model worked so well during the pandemic, we would like to see these continue and develop how we work through Phase Two of *Reset & Build*
4. Recruiting more diverse sets of volunteers to make services more accessible to disenfranchised communities
5. Connecting existing resources, sharing and learning with potential volunteers, e.g., building on Lancashire Adult Learning (LAL)
6. Promoting jointly funded efforts to recruit, induct, train and look after volunteers, e.g., building on Lancashire Volunteer Partnership (LVP)
7. Tech-enabled / supported volunteering models, e.g., Lancashire Volunteer Learning passport – an online training package that enables volunteers to work in more than one organisation without having to repeat the same basic training
8. Building a volunteer development and management training course that goes beyond service delivery
9. Transparent Volunteer back-into-work pathways
10. Costs as well as savings of volunteering in financial modelling, ref Commissioning workstream
11. Promoting Local Social Value Awards that recognise great partners

Risks of not acting on recommendations

*The lack of a coherent and integrated volunteering offer across our Place risks central's claim to being a great place to live, grow and work and limits opportunities for improving health and wellbeing through volunteering.*

*The disconnect between available resources and opportunities risks maximising the use of available resources.*

## **WORKSTREAM: WORKFORCE DEVELOPMENT**

**Intended Outcomes:** People, their relationships, connections, knowledge, and skills are valued as key assets to Central Lancashire. The public and VCSE sectors work together to build a skilled, creative, and collaborative workforce across sectors and services

**From Task and Finish Group Briefing:** *The Workforce workstream will be asked to come up with a series of recommendations and actions around how best to meet the current and emerging workforce needs of the wider VCSE sector.*

### **Recommendations**

1. Co-production of Phase 2 Task and Finish Workforce Next Steps recommendations with VCSE and public partners
2. A VCSE/public sector online portal for sharing resources such as education development, and developing recruitment opportunities linked to the wider volunteering offer and apprenticeship opportunities
3. A Common Purpose Manifesto that emphasizes the shared values of the VCSE sector and pledges:
  - a. To actively invest in VCSE leadership building on existing opportunities and mechanisms happening within partnerships
  - b. To develop a local workforce so that opportunities arising in organisations are accessible to all people encouraging organisations to be more inclusive.
  - c. To promote the talent of young people, apprentices, and others returning to/joining the VCSE workforce building on Kickstarter programmes. This would include opportunities to contribute to Phase Two Next Steps of Reset & Build going forward
  - d. A joint strategy for workforce inclusivity based on Kitemarks and accredited standards
  - e. To look after the mental health and wellbeing of the VCSE workforce
4. Linked to the shared portal, a PR campaign strategy to raise the profile of the VCSE sector and inform about the diverse career opportunities it offers, e.g., not just volunteering but HR, Finance, etc.

Risks of not acting on recommendations

*Risks maximising use of resources and it being a great place to work.*

*Continued pressures on recruitment and retention across the VCSE sector creating instability to meet ICP strategic objectives*

*Recruitment and retention pressures across the system due to differing levels of pay and accompanying conditions of service .*

## **FEEDBACK: WIDER MEMBERS OF LANCASHIRE BME NETWORK**

Lancashire BME Network were requested to elicit the views of partner organisations within their network regarding a draft copy of the report to be presented on 9 December. On 2 December, Naz Zaman (Chief Officer) and Jonathon Prasad (Project Officer) discussed the feedback given by six of their network members with the researcher Dr Joseph De Lappe.

### **Future Commissioning, Investment, and Sustainability**

1. Network members recommend the Board establish transparent grant-making principles across Central Lancashire that consider the barriers faced by organisations working with or led by BAME people and communities.
  - a. As small VCSE organisations working at local level with disenfranchised communities, network members feel they are largely left out of commissioning and procurement conversations regarding Health and Care services for the communities they represent. The example was given of the Mental Health Transformation panel, which network members felt that they had little or no input into. They feel their role is typically to sign-off on white-led projects and initiatives managed by external organisations. These organisations often turn to Lancashire BME Network members for their expertise and support, but the impact is that the majority of funding does not remain with organisations on the ground. On behalf of Lancashire BME Network, the chief officer noted that, the majority of their funding obtained this year came from sources outside of Lancashire.

### **Support and Development**

1. Network members recommend the Board invest in mentoring and developing BAME VCSE leadership
2. Network members recommend developing the VCSE sector's data collection capacity so that data on BAME communities is collected
  - a. Network members note there are historic issues regarding BAME engagement with data collection that must be addressed

### **Workforce**

1. Network members recommend the Board invest in incubating small BAME VCSE charities and other organisations so that they have time to become a more professional workforce without losing focus on the work they do
  - a. REF – Commissioning, Support and Development
  - b. Network members feel they cannot become a self-sustaining workforce if they are focused on competing for Health and Care service provision

## **Volunteering**

1. Network members recommend that campaigns to promote the Volunteering Offer in Central Lancashire must address the negative views many BAME communities have of volunteering and careers in volunteering

## **Risks**

Because of Health and Care responses to the Covid-19 in Central Lancashire, network members feel this is a moment when BAME VCSE organisations are being recognised. The spotlight is on them, and there is an opportunity to build on this for the betterment of the health and well-being of the communities they represent. The risk is that once that spotlight moves on to someone and something else, there will be a return to a pre-Covid lack of recognition for BAME VCSE organisations in Central Lancashire and the work they do. This will perpetuate health inequalities for the communities they work on behalf of.

## APPENDIX I BRIEFING NOTES

### Briefing notes sent to, workshop schedule for, and membership of Task and Finish Groups

#### Central Lancashire Integrated Care Partnership Board.

#### **VCSE Reset & Build Programme**

Resetting the relationship with local voluntary sector. May 2021.

At its meeting on May 13th, 2021, the ICP Board agreed to initiate a programme around resetting the relationship between the public sector and its voluntary and community sector partners, with broad support and commitment to involvement from all statutory partners involved in the ICP.

**Empower:** Programme recommendations will be considered by the ICP Board when developing policy in the run-up to April '22; when the Integrated Care System is likely to become a legal entity and the de-facto health and care partnership in Lancashire and South Cumbria.

**Enable:** CLLP VCSE members can request limited financial support to be part of this programme, due to the likely intensity of the work and short time scales (final report by Q3). Funded by NHSE's VCSE Partnerships and Health Equality Partnership Programmes and the ICS, this is likely to be a nominal amount in recognition of the cost to charitable groups and organisations of such participation.

#### **WHY?**

This programme is due to four factors:

1. VCSE contribution to the pandemic response in our area.
2. Pre-pandemic recognition that the sector's potential needed to be developed and unlocked.
3. Dependency in multiple, existing and future ICP and partner strategies and programmes on a "thriving, sustainable & connected" VCS.
4. The developing relationship between the ICP and Central Lancashire VCSE Leader's Partnership.

#### **Aims:**

The success of this programme will be in together thinking and working differently.

- Reset relationship between statutory and voluntary and community ICP partners.
- Change the narrative about VCSE involvement in Health & Care.
- Thinking and working differently.
- Empowering and Enabling better decisions.
- Better use of limited resources.
- Building on what already exists within our Place.

**What it's not:** An opportunity to air grievance, settle scores, promote a particular cause or organisation.

**Principles – required of all throughout.**

- Thinking and acting differently.
- “Appreciative Inquiry”.
- Valuing each other.
- Mutual respect.
- Seeking positive change in relationships.
- Building Forward Together.

Proposed Work Streams:

**FUTURE COMMISSIONING, INVESTMENT AND SUSTAINABILITY**

**WORKFORCE DEVELOPMENT**

**VCSE SUPPORT AND DEVELOPMENT**

**VOLUNTEERING**

All Work Streams will reference:

- Health inequalities,
- Social inclusion,
- Specific needs of ethnic minority communities,
- Data requirements.

Each Work Stream will be developed by a small Work Group made up of key people from public sector partners and CLLP members and wider VCSE groups and organisations, where relevant.

We are applying to the OU for facilitation support and each workstream will be supported for administration by the ICP Core Team, Community Futures, the CCG and VCSE volunteer.

## Commissioning, Investment & Sustainability

- The development and implementation of different commissioning models which provide opportunities for VCSE collaboration and partnership rather than competition.
- Creating opportunities to commission services directly from the local VCSE sector as part of established commissioning pathways.
- How the VCSE can be supported to access external funding opportunities to move away from a reliance on public sector contracts and small grants.
- Reviewing existing small grant provision in our place and considering how these could be managed more effectively to reduce potential duplication, maximise the resource available and increase levels of investment at a community level.
- Mechanisms to bring together the local VCSE and public sector partners to support the development of new services in response to identified needs. Explore the development of a shared understanding of Social Value in public sector contracts and how this can be better realised.

<b>Commissioning, investment &amp; sustainability.</b>		
<b>Invite</b>	<b>Date</b>	<b>Times</b>
1	30 / 09 / 21	10.30 – 12.00
2	08 / 10 / 21	14.00 – 15.30
3	05 / 11 / 21	09.00 – 10.00

Lynn Kelly	St. Catherine's Hospice
Shelley Perry	Breathe Therapies
Amanda Greenwood	Lancashire Women
Naz Zaman	Lancashire BME Network
Ursula Patten	Key Youth Charity
Louise Bache	Heartbeat NWCC
Stuart Clayton	Galloways Society for the Blind
Mel Close	Disability Equality
John Pye	Derian House Children's Hospice
Craig Smith	Preston Care and Repair
Alison Read	Age UK Lancs
Iain Pearson	Age Concern Central Lancashire
Suzanne Carr	Age Concern Central Lancashire
Salma Ali	Preston Domestic Violence Services

## Support and Development

- How the support and development needs of the wider VCSE can be better understood.
- How these can be met in a collaborative and creative way.
- Considering the new relationships developed through Covid Community Hubs.
- How appropriate and targeted infrastructure support can be used to achieve longer-term sustainability and act as a driver for new ideas and initiatives across our Place.
- The development of partnership and collaborative approaches to future commissioning opportunities.
- Ensuring that groups and organisations are well run, with appropriate governance in place and that targeted support is available at an early stage for those groups and organisations, especially if experiencing difficulties.
- Increasing access to external funding opportunities.
- Developing partnership opportunities between VCSE and public and private sectors.
- How local VCSE organisations can be supported to take on a more pro-active role in terms of representation and strategic decision making on a local, sub-regional and regional level.
- How appropriate infrastructure support can better reflect the diversity of local groups and organisations with a focus on minority ethnic communities and community led initiatives.

<b>VCSE Support &amp; Development</b>		
<b>Invite</b>	<b>Date</b>	<b>Times</b>
2	30 / 09 / 21	14.00 – 15.30
3	08 / 10 / 21	11.00 – 12.30
4	28 / 10 / 21	11.00 – 12.30

Stuart Clayton	Galloways Society for the Blind
Amanda Greenwood	Lancashire Women
Naz Zaman	Lancashire BME Network
Donna Hussain	Home-Start Central Lancashire
Shelley Perry	Breathe Therapies
Cath Coffey	The Foxtan Centre
David Meggison	Preston Community Transport
Denise Partington	Community Futures
Sue Cotton	Child Action North West
Laura Pollard	Preston Care and Repair
Teri Stephenson	Age UK Lancs
Peter Rowbottom	Age Concern Central Lancashire
Annie Wynn	Let's Grow Preston

## Volunteering

- The current mechanisms for the recruitment, selection and training of volunteers in and across central Lancashire.
- The volunteering legacy of the COVID 19 work and how the interest of new volunteers can be sustained and developed.
- Opportunities to link with public sector led volunteering initiatives.
- The potential to develop a joined-up approach to Corporate Social Responsibility and Employer Volunteering initiatives across the public, private and VCSE sectors.
- The potential use of digital technology to promote a new model of volunteering.
- Opportunities to create greater efficiencies across all organisations in terms of volunteering through the use of shared resources and training.
- Links between volunteering and the workforce development agenda and social value outcomes for our place.
- The opportunity to create a flexible and responsive volunteering model which can be mobilised quickly and efficiently in response to emerging needs.

<b>Workforce</b>		
<b>Invite</b>	<b>Date</b>	<b>Times</b>
1		
2		
3		
4		

Annie Wynn	Let's Grow Preston
Cath Coffey	The Foxtan Centre
Frances Lees	Derian House Children's
Peter Lumsden	Lancashire Forum of Faiths
Janet Cullingford	Independent Community Advocacy Network North
Jennifer Carthy	Disability Equality NW
Michelle Grimes	Active Lancashire
Joseph Gardiner	Galloways Society for the Blind

## Workforce

- Ways in which the collective local VCSE workforce can be sustained and developed.
- Continued support for existing leadership initiatives and the development of work around community leadership, including minority ethnic communities.
- Opportunities for joint training and workforce development across all sectors.
- Opportunities to review current recruitment processes, potential opportunities for secondments between organisations and sharing resources where appropriate.
- Developing links with the wider volunteering offer and apprenticeship opportunities.
- Developing the VCS's capacity and capability to be good employers in the City.
- Consider how the response to the COVID 19 pandemic can allow the VCSE to be a flexible and agile employer.

Workforce		
Invite	Date	Times
1 "Re-arranged"	21 / 09 / 21	16.00 – 17.00
2	30 / 09 / 21	14.00 – 15.30
3	08 / 10 / 21	11.00 – 12.30
4	28 / 10 / 21	11.00 – 12.30

Jazz Mansergh	Breathe Therapies
Jonathan Prasad	Lancashire BME Network
Janet Cullingford	Independent Community Advocacy Network North
Stuart Clayton	Galloways Society for the Blind
Louise Bache	Heartbeat NWCC
Ben Leavesley	Derian House Children's Hospice
Frances Lees	Derian House Children's Hospice
Sue Cotton	Child Action North West
Cheryl Speak	Age UK Lancs
Christine Robinson	Age Concern Central Lancashire
Hasanga Parkinson	Galloways Society for the Blind
Beth Kay	Active Lancashire

## **APPENDIX II OVERSIGHT GROUP**

### **Terms of Reference and membership of Oversight Group**

#### **1. Purpose.**

To oversee the development of a programme of work designed to review current ways of working and drive forward a new collaborative relationship between the voluntary and community sector and its public sector partners to achieve better outcomes for Central Lancashire.

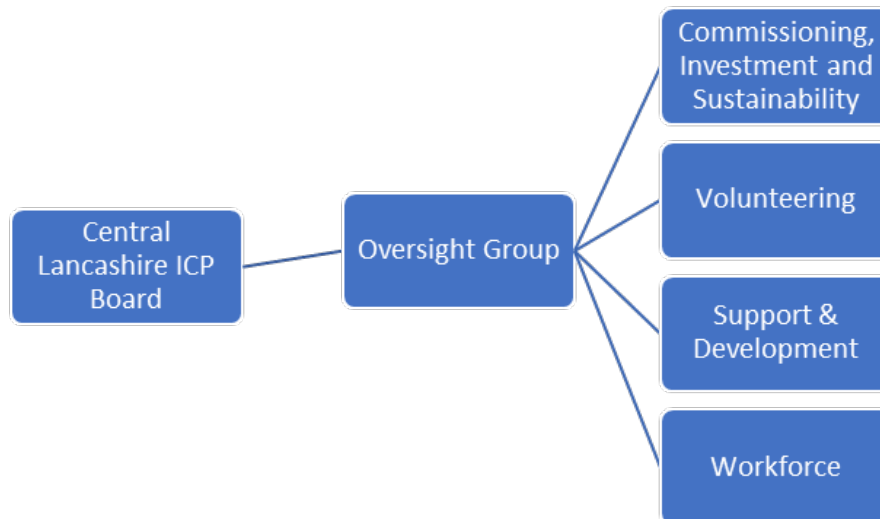
#### **2. Objectives.**

To fulfil the purpose this group will be:

- Driving and facilitating the VCSE Reset & Build Programme.
- Directly accountable to the Central Lancashire ICP Board and provide progress updates on a monthly basis
- Responsible for:
  - Agreeing the role and scope of the Work Groups
  - Identifying appropriate membership from all partner agencies, including the voluntary and community sector and public sector partners
  - Ensuring the needs of ethnic minority communities and health inequalities are integrated across the programme.
  - Monitoring the progress of each Work Group and ensuring emerging issues and concerns are addressed early.
  - Making final recommendations for action to the ICP Board in Q3 2021/22.
  - Identifying actions to address any risks to successful implementation of the strategies.

#### **3. Relationship to Key structures in our Place.**

Four formal Work Groups will operate as an 'engine room' and will have a two-way relationship with the Oversight Group. The Oversight Group will report to the Place Board at each meeting.



#### 4. Membership.

The Oversight Group will become a function of the existing ICP SLT, chaired by the ICP Independent Chair plus CLLP’s Development manager as SRO and XXX (CLLP Steering Group?).

Name	Organisation	Role
Marie Burnham	Central Lancashire ICP	Independent Chair
Gary Hall	Chorley & South Ribble Borough Councils	CEO
Louise Taylor	Lancashire County Council	Executive Director of Adult Services and Health & Wellbeing
Denis Gizzi	Chorley & South Ribble and Greater Preston CCGs	CEO & AO.
Sam Proffitt	Lancashire & South Cumbria Foundation Trust	Deputy CEO
Karen Partington	Lancashire Teaching Hospitals Foundation Trust	CEO
Another		
Another		
Another		
Joe Hannett	Community Futures	CLLP Partnership Development.
CLLP Steering Group rep	CLLP	Rep

## **5. Quorum.**

The meeting will be considered quorate when a appropriately quorate SLT meeting is joined by the VCSE programme reps.

## **6. Reporting arrangements, operation & administration of the Group**

The Group will meet monthly until the end of December 2021.  
Organisation and co-ordination of meetings will be the responsibility of the VCSESRO and the ICP core team.

## **7. Date agreed**

xx/xx/xx

## APPENDIX III APPRECIATIVE INQUIRY

### Central Lancashire Integrated Care Partnership: Reset & Build – Information Guide on Appreciative Enquiry (AI)

So, what is Appreciative Inquiry (AI) all about?

Appreciative Inquiry is a way of looking at organisational change that focuses on doing more of what is already working. So instead of starting with 'what's the problem' and looking for fixes it starts with 'what's already working' and how can we build on that? This doesn't mean we ignore problems; it just looks at it in a different way. It is based on the principle that a group or organisation will grow in the direction of whatever its people focus their attention on. By creating a space for people to share experiences of when they worked at their best, not only does it stimulate energy for change; it also builds relationships and a shared understanding of everyone's contribution.

Health and social care integration is about improving people's lives, caring for the whole person, and making sure people working in health and social care are equipped to make best use of their collective skills and resources to improve individual outcomes. At its heart, it is about relating to and working with people in a different way to achieve the outcomes that matter to them. Individually and organisationally it's about moving from a problem-based approach to a strengths outcome-based approach and AI is an ideal method to help this transition.

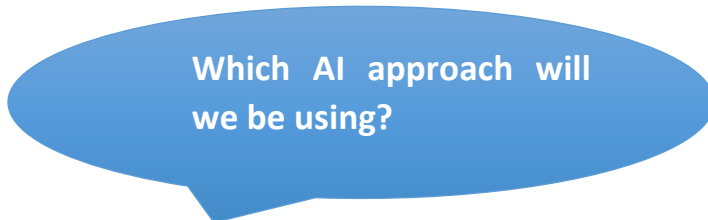
Appreciative Inquiry Approach	Problem Solving Approach
1. What to grow	1. What to fix 4. Responds to past
2. True, good, better, possible	2. Problem, symptom, causes, solutions, plan
3. Defines ideal first, coherent response	3. Breaks things into pieces, fragmenting response(s)
4. Expands vision of future	4. Responds to past
5. Assumes infinite capacity for imagination	5. Assumes constellation of problems to overcome

AI as an approach can be used in research (as in this situation), in coaching, in group work and in supervision. It's an adaptable method of future focused change which is based on strengths and strengths ways of working.

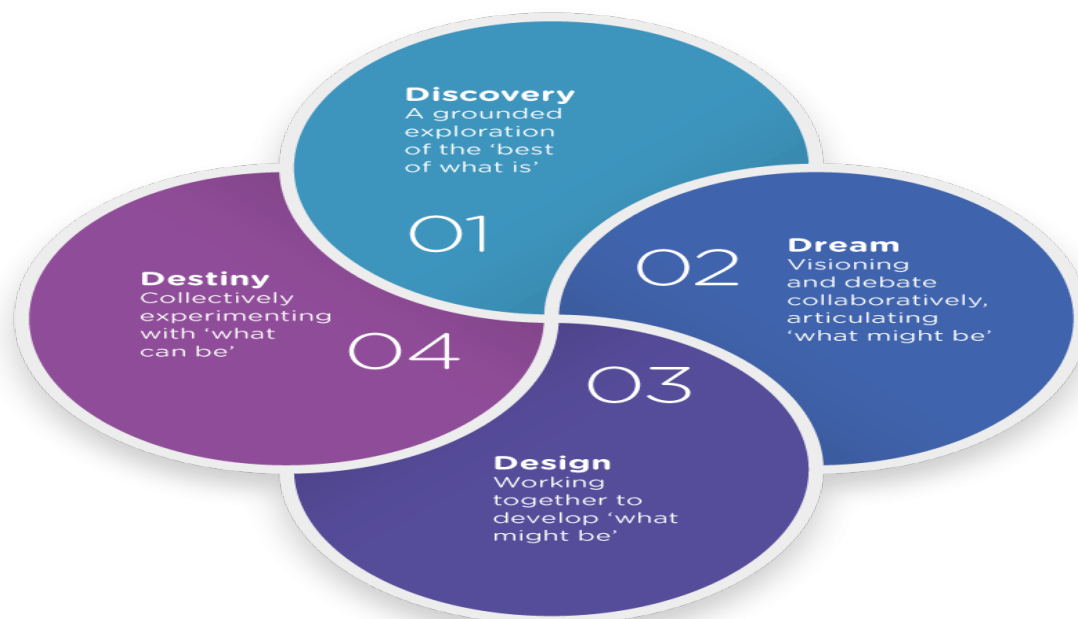
There are many AI models, but generally they are all premised on a few key principles:

1. **Constructionist** – Words create worlds
2. **Simultaneity** – Inquiry creates change, the first question is fateful...

3. **Poetic** – We can choose what we study
4. **Anticipatory** – Images inspire action, positive images of the future lead positive actions
5. **Positivity** – Positive questions lead to positive change



The 4D cycle of Appreciative Inquiry Design, provides a process to engage in applying appreciative inquiry to an issue where you would like to see things improve as it guides your questioning to focus on how to construct better outcomes. It is a four-stage approach (for the four workshops) focusing upon:



1. **Discovery:** How can it be?' 'What gives life?' (Appreciating)

Appreciative Inquiry is a strength-based approach. Instead of asking, as most approaches do, "what are the problems?" Appreciative Inquiry asks "what works?" this is called the 'discovery' stage. For example, participants that make up an initial 'core group' may identify a certain youth club as playing a positive role in the area by providing afterschool activities for children. This allows participants to focus on the good as AI is based on the idea that there are always identifiable positives.

## 2. **Dream:** 'What might be?' (Envisioning)

Following on with the previous example, community members would dream about their community containing all of the positive features that were identified in the discovery stage as being the norm in the area. In reality the community may be affected by anti-social behaviour and so in the dream stage, they may imagine the youth centre as playing an even more proactive role.

## 3. **Design:** How can it be? (Co constructing)

The participants work together and try to identify steps that can make the dream stage a reality. Interaction with the wider community becomes necessary as the participants may want to see the youth centre extend its opening hours to include weekends. Since this would require engagement with citizens outside of the core group, participants would connect with the wider community to gather feedback

## 4. **Destiny:** 'What will be?' (Sustaining)

The final stage is focused on implementing previous ideas. Here adjustment occurs in attempt to secure future successes and in our case, prioritise the key issues and recommendations for the ICP Board.

What does this mean for us?

To remind us all, overall, the programme aims to:

1. **Reset & Build** the relationship between statutory and VCSE ICP partners.
2. Change the narrative about VCSE involvement in Health & Care.
3. Identify 'what needs to change' - thinking and working differently.
4. Identify a transformational change process to realise and implement 'what needs to change'
5. Empower and enable better decisions at a Board level
6. Better use of limited resources building upon an 'equity of partnership' approach
7. Ensure VCSE involvement moves from representation to equitable integration and participation

To achieve the initial aims, we have established four workstreams which will focus on:

- Future commissioning, investment, and sustainability
- Volunteering
- Wider workforce development
- VCSE support and development

### **Principles for facilitation**

- Attention to developing relationships and building trust and safety
- Work with the principles of what works well, what is valued and what matters most to people
- Adopt a facilitative and flexible approach that encourages participation, collaboration and experimentation
- Enable ownership – which may mean revisiting taken-for-granted issues and prior assumptions, particularly around the definition of the focus of inquiry
- Ask and encourage curious questions that are essentially non-judgmental to get to the heart of what is going on and remain curious
- Don't deny or dispute difficulties and negativity, but help people find what matters to them and reframe their thinking towards their hopes and possibilities
- Make a commitment to real-time feedback to develop learning in a deliberate way.
- Use a variety of creative methods to promote dialogue, inclusion and sharing to build relationships as an explicit part of the process. These should include methods that develop different ways of knowing and types of evidence which enhance collaboration
- Recognise and develop the relationships between staff and people that use services; support their carers and families with the issues they face
- Encourage experimentation and adaptation to test out and get feedback which can be acted on to develop practical knowledge in and for practice
- Allow the specific detail of the desired changes to emerge over time and in response to the local environment.
- Analyse and report on the processes of inquiry as an intervention for change
- Support people to take local actions forward, evaluate these and share experiences across the wider organisation or community



Any Queries?

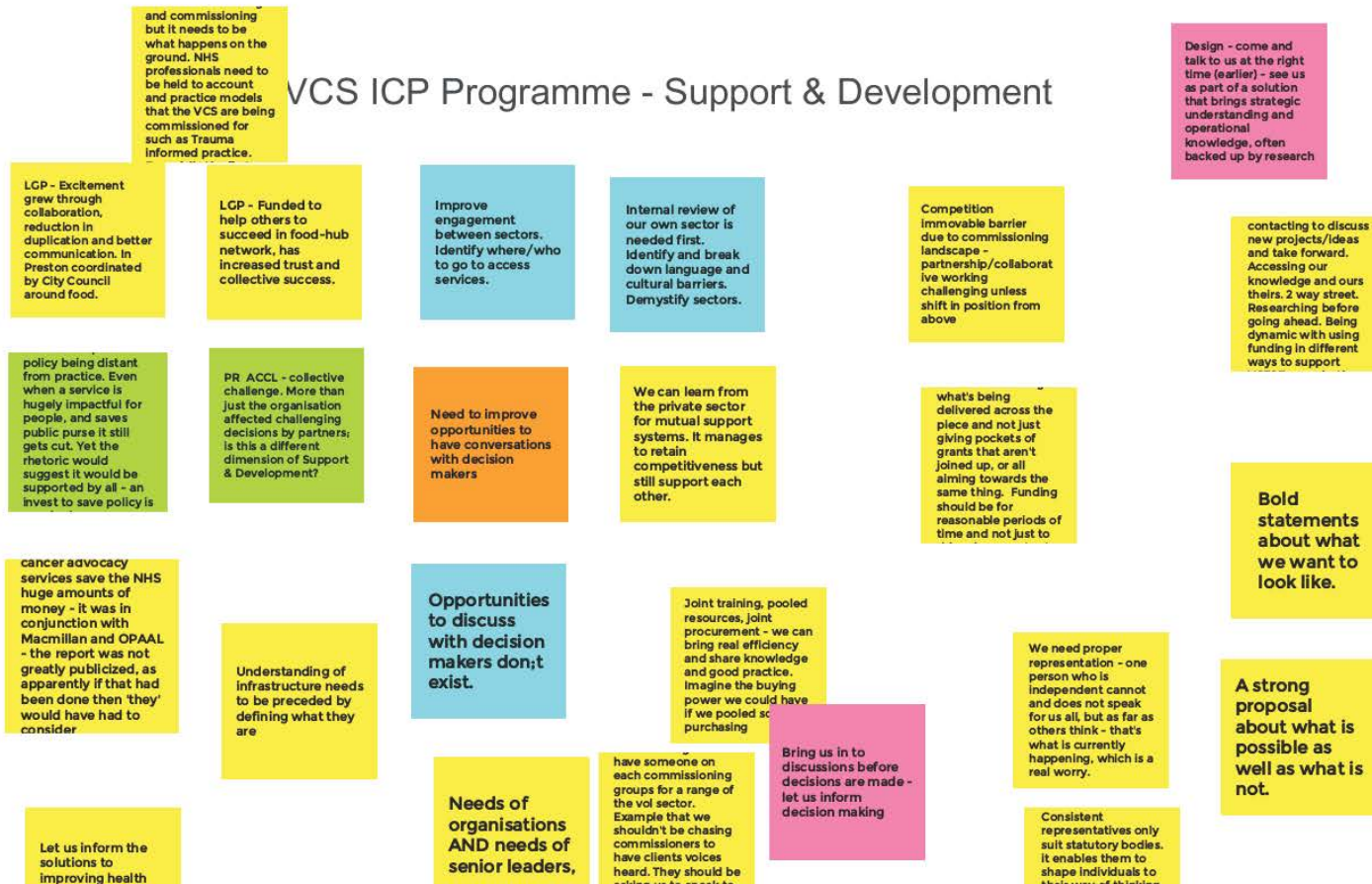
Any Queries? Do contact us at

Samantha Baron: [Samantha.Baron@open.ac.uk](mailto:Samantha.Baron@open.ac.uk)

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# APPENDIX IV JAMBOARD

## VCS ICP Programme - Support & Development





**What would have to happen if organisations in the VCSE sectors weren't here - as a thought experiment. Does the world notice? We think there is an impact but do we even understand the impact as collective?**

Reps - also assume access to huge data reservoirs about the VCSE (largely mythical).

Ability to differentiate between the sectors (v.c.f.se) and describe service offer

E.G. Trauma-informed approaches are part of the commissions and contracts but we never see that from their side. Seems hypocritical.

We've become institutionalized about REPRESENTATION. We never ask WHY?

Strategic decision-making appears to come exclusively from theory, so far removed from people and impact in their lives.

Representation. We've all been there when someone's said "we have to have a vcse rep on this, will you do it?" Assumptions are: we want to be there, we have some utility in being there, that we can collectively agree the best rep.

**In all honesty, I'm not fussed if I'm at the table. All I care about is do my people get a really good service and if they don't, are they supported to challenge it in a way that I might as an employed, educated person who is relatively stable?**

Expect trauma-informed approaches but then actually practice a zero-tolerance approach.

**Missing an implementation layer between strategic goals and ambition and on-the-ground reality.**

Example around A&E Treatment. Through initiatives like this, we see a strategic desire to engage with VCSE. On the front line the skill we bring to help people engage with health services go un-recognised.

**Continued dissonance between person-centered approaches and people's personal goals and targets; where is the appraisal on behaviours we want to see?**



## APPENDIX V PRIORITY TABLES

### WORKSTREAM: FUTURE COMMISSIONING, INVESTMENT AND SUSTAINABILITY

**From Task and Finish Group Briefing:** The future Commissioning, Investment, and Sustainability workstream will be asked to come up with a series of recommendations and actions around the future commissioning, investment and sustainability of the VCSE

*The following draft recommendations were generated from contributions made to the workshops you attended. Please rate them by placing an 'X' in one of the numbered boxes beside each recommendation: 1= not a priority; 2= not an immediate priority; 3= a priority; 4= a high priority. There is also a text box to type in any other recommendation you feel should be prioritised.*

<b>Recommendations - Central Lancashire Partnership and CLLP invest in the following:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. A VCSE Procurement Group to develop and improve Health and Care commissioning and procurement approaches across Central Lancashire. Phase 2 of <i>Reset &amp; Build</i> is anticipated to initiate the development of this group. <i>Three models for this group were discussed: please rate their priority at a), b), and c) following:</i>				
a) <i>From 1</i> , a VCSE Procurement Group for all VCSE partners at Place level				
b) <i>From 1</i> , separate VCSE Procurement sub-Groups at Place level for all VCSE partners offering similar services				
c) <i>From 1</i> , a VCSE Procurement Oversight Group at Place level that combines a) and b)				
2. Empowering the VCSE Procurement Group including time and resources to: <i>a, b), c), d), e, and f) below follow on from this:</i>				
a) <i>From 2</i> , embed Social Value work into Health and Care commissioning and procurement approaches across Central Lancashire, <i>"not every number counts, and not everything that counts is a number."</i>				
b) <i>From 2</i> , maximize parity in new commissioning and procurement rules for VCSE partners with public sector partners except in key areas, e.g., acute case Health and Care				
c) <i>From 2</i> , develop commissioning and procurement training sessions for VCSE partners at Place level				
d) <i>From 2</i> , establish good-grant-making principles and standards across Central Lancashire, broadening access by understanding barriers faced by VCSE organisations, particularly those working with or led by Black, Asian and Minority Ethnic people and communities				
e) <i>From 2</i> , develop an inward investment suite of resources to attract more grant funding and other support for Central Lancashire's VCSE sector				
f) <i>From 2</i> , initiate pro-active contact between commissioners and VCSE groups and organisations: visiting projects, gaining understanding of what organisations do, talking to service users to understand outcomes and impact on their lives				
3. Building an understanding of the work of Black, Asian, Minority Ethnic, and other Equality Group VCSE organisations that maximises the opportunity to fund their work				
4. Additional support for Black, Asian, Minority Ethnic, and other Equality Group VCSE organisations, e.g., producing quality funding applications, understanding monitoring and reporting requirements – <i>ref: Support and Development workstream.</i>				

**WORKSTREAM: VCSE SUPPORT AND DEVELOPMENT RECOMMENDATIONS**

**From Task and Finish Group Briefing:** The Support and Development workstream will be asked to come up with a series of recommendations and actions around how best to meet the support and development needs of the wider VCSE sector.

*The following draft recommendations were generated from contributions made to the workshops you attended. Please rate them by placing an ‘X’ in one of the numbered boxes beside each recommendation: 1= not a priority; 2= not an immediate priority; 3= a priority; 4= a high priority. There is also a text box to type in any other recommendation you feel should be prioritised.*

<b>Recommendations - Central Lancashire Partnership and CLLP invest in the following:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. A Central Lancashire VCSE infrastructure mechanism to support VCSE development in the coming year – this is anticipated to be Phase 2 of <i>Reset &amp; Build</i>				
2. A positive bias towards the support and development of VCSE Equality Groups building on existing Equality Impact Assessment (EIA)				
3. Design and implement of a co-creation threshold and levy for our Place				
4. Promotion of Transparency and Accountability in procurement from all partners – e.g., meetings in public / secure document repository				
5. A collective VCSE commissioning framework for Central Lancashire offering a structured approach to investment in the sector including Full Cost Recovery (FCR) for Charities				
6. VCSE training and induction modules for partner organisation staff and leaders				
7. Further research to promote understanding of the VCSE sector and it’s many roles within wider Health and Care systems				
8. Identifying VCSE organisational and leadership infrastructure needs				
9. Developing the sector’s data and intelligence capability, and capacity for it to be brought together				
10. Communication models which provide open proactive conduits between the VCSE and Public sectors that go beyond consultation about commissioning				
11. VCSE experts as partners in designing communications which are accessible to all in the VCSE sector particularly those organisations which currently have fewer opportunities. This includes Black, Asian, Minority Ethnic, and other Equalities Groups and voices				
12. Trained, supported, diverse, accountable, and effective VCSE representatives within wider Health and Care systems to drive more equitable VCSE support and development				
13. Time and space to nurture relationships and collaborations between VCSE organisations				
<b>If you have other recommendations that you feel should be prioritised, please type them in below</b>				

**WORKSTREAM: VOLUNTEERING**

**From Task and Finish Group Briefing:** The Volunteering workstream will be asked to come up with a series of recommendations and actions around the future development of the Volunteering Offer in Central Lancashire.

*The following draft recommendations were generated from contributions made to the workshops you attended. Please rate them by placing an ‘X’ in one of the numbered boxes beside each recommendation: 1= not a priority; 2= not an immediate priority; 3= a priority; 4= an immediate priority. There is also a text box to type in any other recommendation you feel should be prioritised.*

<b>Recommendations - Central Lancashire Partnership and CLLP invest in the following:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Establishing a Place-based Volunteering Steering Group with all partners - volunteer leads from this Task and Finish Group volunteered to continue to be involved				
2. Building on existing frameworks (e.g., DENW framework) to audit what already exists, what works for volunteers and makes the value and impact of volunteering clear in our system. <i>See next recommendation:</i>				
a) <i>From 2.</i> , transparent Volunteer back-into-work pathways, people skills, IT, and others				
3. Community Hub model which worked well to support people who needed the most help during the Covid-19 outbreak				
4. Recruiting more diverse sets of volunteers, not just for language skills, but to help make services more accessible to all our communities				
5. Connecting existing resources, sharing and learning to potential volunteers, e.g., building on Lancashire Adult Learning (LAL), DWP.				
6. Promoting jointly funded efforts to recruit, induct, train and look after volunteers, e.g., building on Lancashire Volunteer Partnership (LVP)				
7. Tech-enabled / supported volunteering models, e.g., Lancashire Digital Volunteer passport – an online training package that enables volunteers to work in more than one organisation without having to repeat the same basic training				
8. Building a volunteer development and management training course that goes beyond service delivery				
9. Promoting Local Social Value Awards that recognise great partners				
<b>If you have other recommendations that you feel should be prioritised, please type them in below</b>				

**WORKSTREAM: WORKFORCE**

**From Task and Finish Group Briefing:** The Workforce workstream will be asked to come up with a series of recommendations and actions around how best to meet the current and emerging workforce needs of the wider VCSE sector.

*The following draft recommendations were generated from contributions made to the workshops you attended. Please rate them by placing an ‘X’ in one of the numbered boxes beside each recommendation: 1= not a priority; 2= not an immediate priority; 3= a priority; 4= an immediate priority. There is also a text box to type in any other recommendation you feel should be prioritised.*

<b>Recommendations - Central Lancashire Partnership and CLLP invest in the following:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
10. Co-production of Phase 2 Task and Finish Workforce Next Steps recommendations with VCSE partners				
11. A VCSE online portal for sharing resources such as education development, and developing recruitment opportunities linked to the wider volunteering offer and apprenticeship opportunities				
12. A Common Purpose Manifesto that emphasizes the shared values of the VCSE sector and pledges: <i>see points a), b), c), d), and e) that follow on</i>				
a) <i>From point 3, to actively invest in VCSE leadership building on existing programmes in partner organisations</i>				
b) <i>From point 3, to develop a local workforce so that opportunities arising in organisations are accessible to all people encouraging organisations to be more inclusive.</i>				
c) <i>From point 3, to promote the talent of young people, apprentices, and others returning to/joining the VCSE workforce building on Kickstarter programmes. This would include opportunities to contribute to Phase 2 Next Steps of <i>Reset &amp; Build</i> going forward</i>				
d) <i>From point 3, a joint strategy for workforce inclusivity based on Kitemarks and accredited standards</i>				
e) <i>From point 3, to look after the mental health and wellbeing of the VCSE workforce</i>				
13. Linked to the shared portal, a PR campaign strategy to raise the profile of the VCSE sector and inform about the diverse career opportunities it offers, e.g., not just volunteering but HR, Finance, leadership and business with purpose (social enterprise), etc.				
<b>If you have other recommendations that you feel should be prioritised, please type them in below</b>				

## REFERENCES

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<sup>1</sup>Health and Care Bill (2021). Parliament: House of Commons. Bill no. 70. London: The Stationery Office. Available online at: <https://publications.parliament.uk/pa/bills/cbill/58-02/0140/210140.pdf> [accessed on 2 November 2021].

<sup>2</sup> NHS England (2021) Integrated Care Systems: Guidance [Online]. Available at: <https://www.england.nhs.uk/publication/integrated-care-systems-guidance/> [accessed on 2 November 2021].

<sup>3</sup> The Health Foundation (2020) Priorities for the NHS, social care and the nation's health [Online]. Available at: <https://www.health.org.uk/publications/long-reads/spending-review-2020> [accessed on 2 November 2021].

<sup>4</sup> NHS England (2020) NHS People Plan [Online]. Available at: <https://www.england.nhs.uk/ournhspeople/online-version/> [accessed on 2 November 2021].

<sup>5</sup> Hull Place Board (2021) Building Together Forward [Online]. Available at: <https://www.hullccg.nhs.uk/wp-content/uploads/2021/05/item-7.3-building-forward-together-place-board-report-april-2021-final-versio...-1.pdf> [accessed on 2 November 2021].

<sup>6</sup> CF. [www.humanlearning.systems](http://www.humanlearning.systems) [accessed on 2 November 2021]

<sup>7</sup>CF. The Vision Statement of Central Lancashire Place-based Partnership Board:  
*Together we will make Chorley, Preston and South Ribble a great place to grow, live and work, by listening to and working with our communities.*  
*We will improve the health and wellbeing of our population by reducing inequalities*  
*We will provide consistently high-quality services that remove unwarranted variation in outcomes*  
*We will consistently achieve national standards and targets across all sectors in the partnership*  
*We will maximise the use of place-based allocation of resources*

<sup>8</sup> CF. example from Suffolk & North East Essex <https://www.sneeics.org.uk/thinking-differently/co-production/> [accessed on 2 November 2021]