



WORCESTERSHIRE

VOLUNTARY, COMMUNITY & SOCIAL
ENTERPRISE ASSEMBLY 2023

CONNECTING & STRENGTHENING
THE VCSE SECTOR

≡ 25TH OCTOBER ≡



Connecting and Strengthening Worcestershire's VCSE Sector



worsall

We have seen... people, adults and older people... enterprise and volunteer's support groups... health, housing and social/economic mobility.

Our ICS VCSE Faculty cannot realistically include membership that covers all of our providers, but what we can do is ensure as many representative 'champions' to act on their behalf as... productively carving not only our dedicated enterprise and volunteer's support groups, but the Faculty will also act as a key channel of communication into other VCSE workforce development plans, but the Faculty will also act as a key channel of communication into other VCSE workforce development plans that need to include our valuable VCSE sector as part of our system-wide approach Integrated Care System priorities that need to include our valuable VCSE sector as part of our system-wide approach Integrated Care Strategy and linked Programme Boards (see Appendix table 1).

With the many health & care provider stakeholders to engage with and support, as well as the many complex issues to challenge, our ICS Academy won't be able to address and secure all of these needs, but what it can do is commence a phased 3 year plan knowing these core priorities that the voice of each Faculty representative membership requires by valuing proactive engagement, collaboration and co-production. It has taken 2 years to get to our model and functions shown. Some faculties started before others due to their capacity & readiness. Our ICS VCSE Faculty is now ready to commence and this update is the start of our collaborative, co-designed work 'Better Done Together'. If we all do a small bit to our joint work, we will achieve our joint success!

We look forward to you signing up as a valuable Care provider ICS VCSE Faculty member across Herefordshire & Worcestershire

Worcsall,
Kim Sales, HR/IC Academy Director (SRD for ICS Talent, Leadership, Culture & EDI & OD)

ICS Apprenticeship & Widening Participation Hub

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ICS VCSE Faculty	ICS VCSE Faculty	ICS VCSE Faculty	ICS VCSE Faculty
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VCS ALLIANCE

WORCESTERSHIRE VCS COMMUNITY & SOCIAL ENTERPRISE ALLIANCE

Connecting and Strengthening Worcestershire's VCSE Sector

Collaboration and networking opportunities

Collective strength to influence decision making

Unified voice to champion the value of services

Access to resources - helping to build capacity and sustainability

Working together to demonstrate impact and social value

worsalliance.org/signup

ICS VCSE Faculty Visioning & Priorities Session Outcomes 25th September 2023



Author, Kim Sales, ICS Academy Director (SRO, ICS Strategic Workforce Planning & Development and Talent Management & Leadership Development), kim.sales3@nhs.net

Forward & Context

Our new Herefordshire & Worcestershire Integrated Care System entity, led by our new NHS ICB (Integrated Care Board) is fully committed in establishing greater meaningful integrated working, inclusion and investment between and for our health and care provider VCSE organisations that will benefit workforce development and associated service delivery. This will include ensuring that we have direct engagement, joint decision making, co-production with our VCSE health & care related partners. Providing excellent holistic health and care is not just an NHS/health centric investment model. Care closer to home, out of hospital care and integrated co-located support services and teams is at the heart of the Department of Health & Social Care's Long Term Plan, and this must be realised within our national, regional and localised Medium and Long Term Workforce Plans.

Our H&W ICS Academy is a core function that we have invested in to address and aid this.

Our ICS Academy has 8 integrated multi sector, organisation and workforce group Faculties whose core purpose is to establish a collaborative and co-produced '*Better Done Together*' new system-wide medium term (1-3 years) integrated Workforce Plan that represents their scoped evidence-based needs assessment re: education, training and workforce development requirements to address improvements in increased quality outcomes for health & care service transformation.

As a national and regional trailblazing investment, we have a dedicated **ICS VCSE Faculty**, with a diverse VCSE provider/service related membership that represents a valuable VCSE provider landscape across Herefordshire & Worcestershire.

We have well over 3,000 diverse VCSE provider organisations & services that cover supporting children, young people, adults and older people, as well as within this segmented service user specific services e.g. charitable, social enterprise and volunteers support groups. These also cover a range of support in wellbeing, physical and mental health, housing and social/economic mobility.

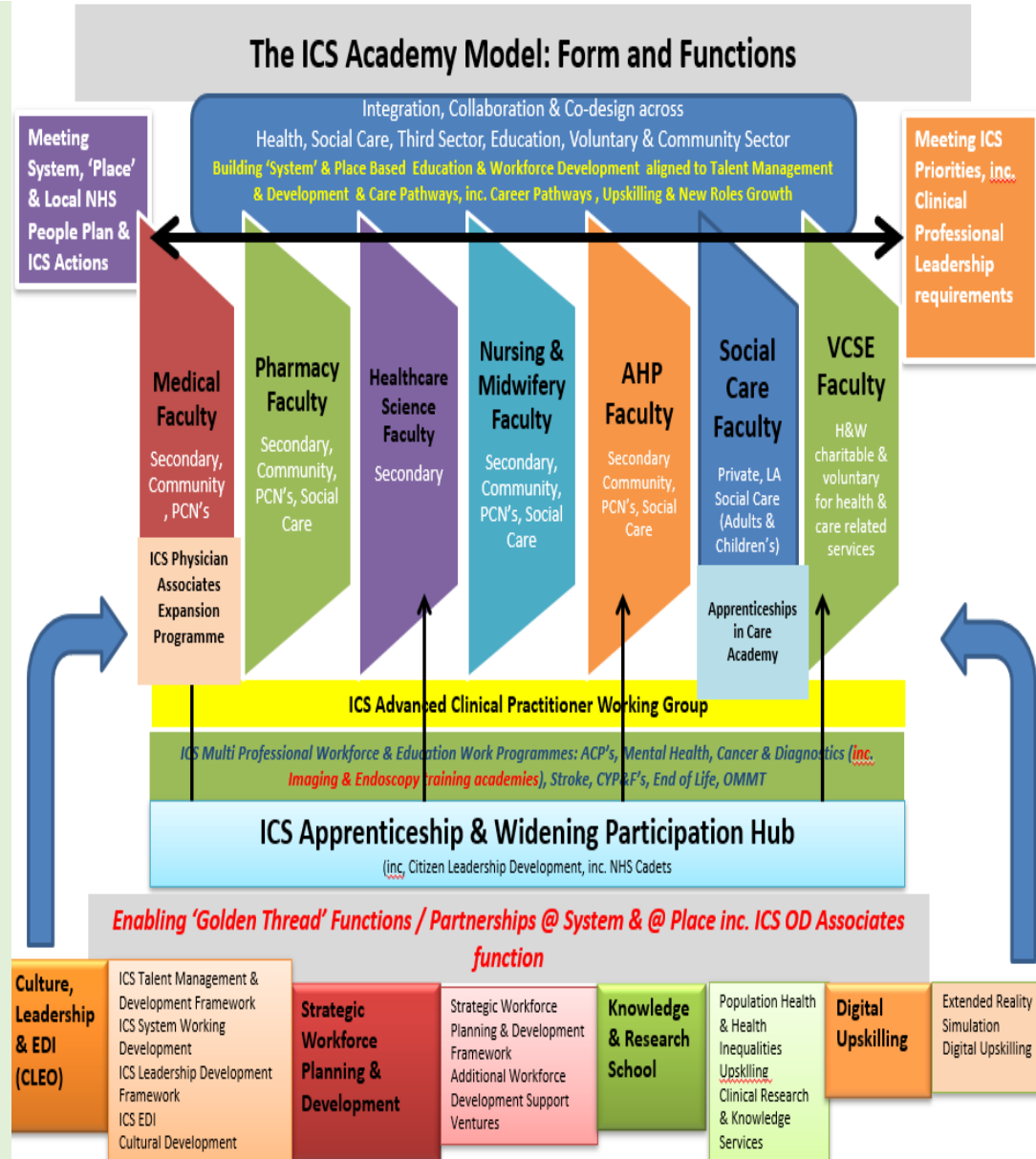
Our ICS VCSE Faculty cannot realistically include membership that covers all of our providers, but what we can do is secure as many representative 'champions' to act on their behalf re: co-productively carving not only our dedicated VCSE workforce development plans, but the Faculty will also act as a key channel of communication into other relevant Integrated Care System priorities that need to include our valuable VCSE sector as part of our system-wide Integrated Care Strategy and linked Programme Boards (see Appendix slide 1)

With the many health & care provider stakeholders to engage with and support, as well as the many complex workforce challenges, our ICS Academy won't be able to address and secure all of these needs, but what it can do is commence a phased 3 year plan showing those core priorities that the voices of each Faculty representative membership requires by adopting proactive engagement, collaboration and co-production. It has taken 2 years to get to our model and functions shown. Some Faculties started before others due to their capacity & readiness. Our ICS VCSE Faculty is now ready to commence and this update is the start of our collaborative, co-designed work 'Better Done Together'. If we all do a small bit to our joint work, we will achieve our joint success!

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Warmest,

Kim Sales, H&W ICS Academy Director (SRO for ICS Talent, Leadership, Culture & EDI & OD)



ICS VCSE Faculty Values and Working Principles

Values Behaviours

Trust
 Collaboration
 Co-design
 Honesty/Integrity
 Loyalty
 Lived Experience

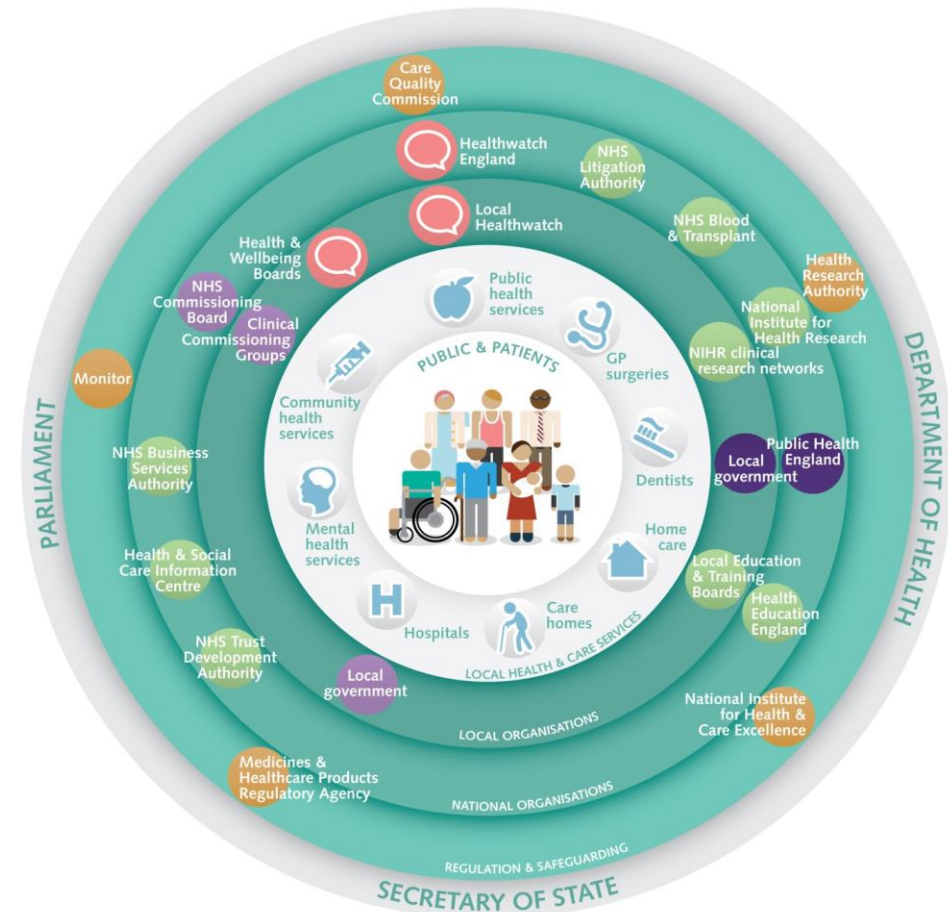
Respect
 Inclusion and Diversity
 Integration
 Innovation
 Joint Purpose
 Listen

Working Principles

‘Thinking & Doing Equally – ‘we are all equal partners’
 Acknowledging differences in Herefordshire & Worcestershire demographic
 Support champions & ambassadors
 Supporting proactive collaboration, e.g. sharing training across provider locally, shadowing

Delivery Principles

Single point of access
 Collective agency
 Same knowledge: commitment to learn & find out: we all connect, we all play our part
 Enhanced consistent funding
 New integrated governance, infrastructure, partnership, collaboration & co-design
 Co-design principles – we are providing what’s required
 A collective voice
 Diversity & Inclusion as a golden thread, inc. acknowledging rurality and place differences
 Proactive communication & engagement
 Establish a Blended Offer
 Targeted development that meets our clients, local people and what our staff/volunteers say they need
 Digitally enabled
 Adopt programmes to reflect both sectors



Getting the VCSE on the Integrated Care System Map!!

VCSE!!!!

Our Integrated Care System

We are ALL part of the family!

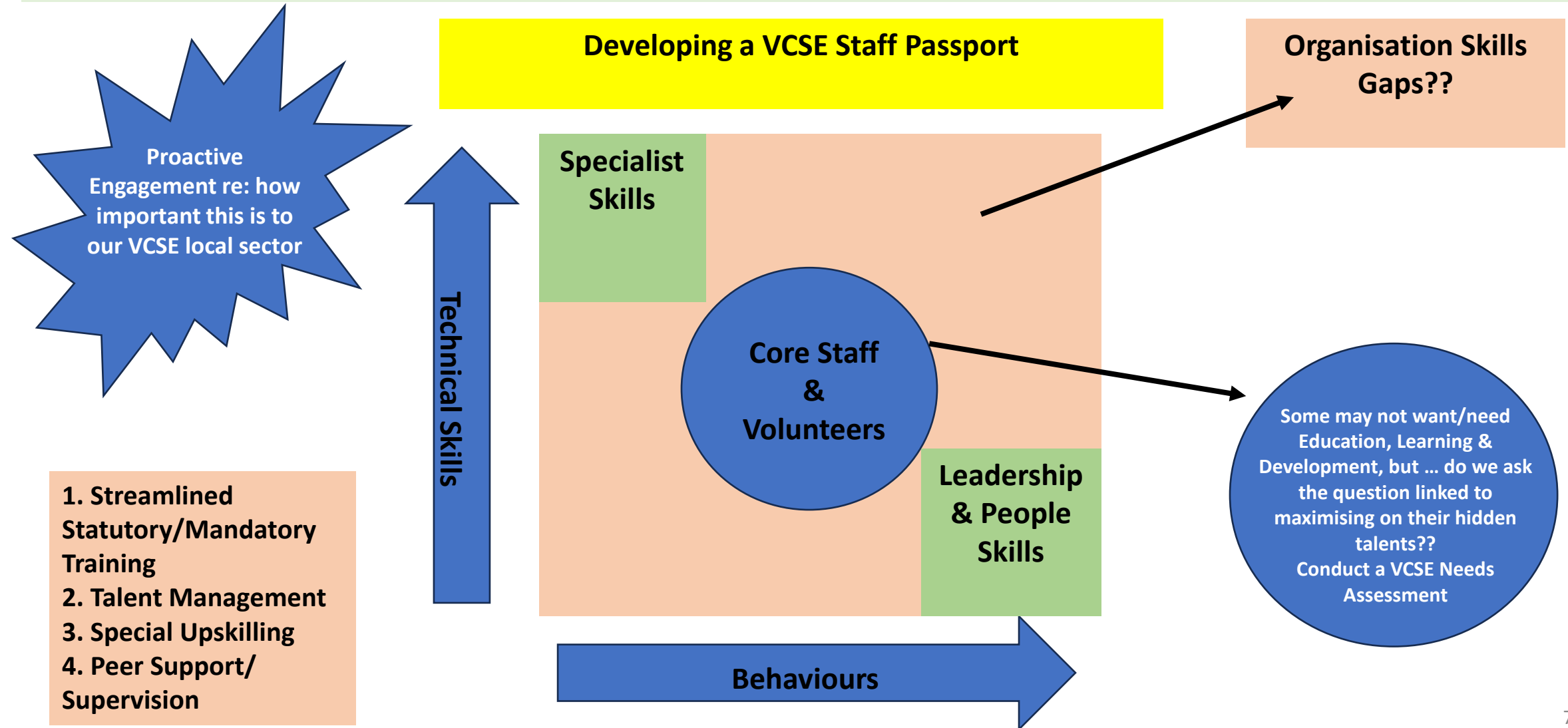
The Integrated Care Board

Herefordshire & Worcestershire

Info/Knowledge	VCSE Understanding	Relationships Built & Services Commissioned
Sold the Benefit	For Large – Small Organisations	Benefits for economy & society
We state & influence our Stake re: Quality & Prevention	VCSE Board Reps	CQC Excellence re: ICS/ICB's
"Cuz you need us, cuz your broke!"	VCSE within all ICS/ICB related work	Shared Resources & Consolidation

ICS VCSE Provider System Working Synergies

The session conducted an exercise re: what are the key system working synergies re: needs to address as part of our ICS VCSE Faculty Workforce Plan for 2024-27 going forward:



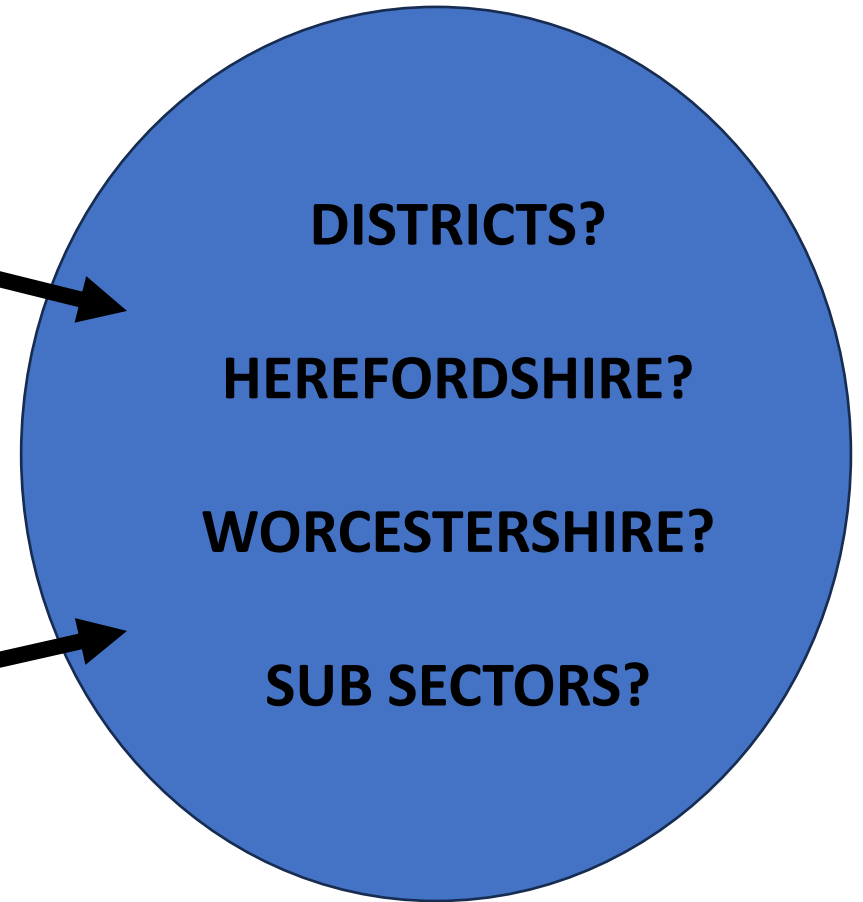
Accelerating Service & Workforce Redesign



ICS VCSE Intent, Partnership, Logistics?

Values Based
Cohesive Scaffolding: Thinking & Acting Differently
Overcoming Trust
Increasing Investment for the VCSE
True Integration: what does that mean to us?
Interoperability
Increasing workforce development for/through VCSE
Search for proactive, participative partners
Role Modelling
Funding routes for VCSE
Distribution model approach
Devising a set of Standards 'fit for the job'
Shared Outcomes/Aspirations
Information Sharing
Consolidated Overlaps

Progression routes: Career and Equal Opportunities
Leadership Development for VCSE Leads, inc.
system/ICS stretch and talent into ICS work
Mentoring for Succession Planning
Segmented training & education development for the
Volunteer workforce
EDI development for staff and volunteers



ICS VCSE Provider Workforce Training, Education and Workforce Development Synergies

The session conducted an exercise re: what are the key synergies re: needs to address as part of our ICS VCSE Faculty Workforce Plan for 2024-27 going forward:

KEY WORKFORCE DEVELOPMENT THEME	SUB THEMES	Activity Descriptives
THE VCSE FACULTY USP: Mission	Shared Outcomes VCSE Faculty branded campaigns, events, subject matter expert champions	What does 'Good' look like and how do we celebrate and promote our brand, impact and successes Information Sharing Agreement
SHARED POLICIES & PROCEDURES	End to end professionalism in Care: Career Pathways in Care, Career Development Opportunities in the VCSE Shared HR Service, Training & Development	Streamlined Processes and new operational models and devised Toolkit Streamlined, scaled up suite of Development Offers and Career Frameworks with single point of digital platform access via the ICS Academy Exchange & ICS VCSE Faculty Devise Core & Levels of Training & Development via Framework: Adaptable, Different Levels (Intro, Emergent, Intermediate, Advanced) Training & Development Contract: Standards
UPSKILLING	VCSE Provider Upskilling Needs Analysis and Action Plan (do we understand the T&D expectations/needs?) Contracting Skills Upskilling in Specialities Supervision & Mentoring capacity	Care Provider Upskilling our Workforce Delivery Plan: utilising existing & new upskilling training offers Integrated Multi-Disciplinary Training Collaborative Working Skills/ System Thinking & Practice Sharing StatMan training offers
NEW ROLES	VCSE Provider mapping and workforce expertise mapped into relevant ICS Integrated Care Programmes and sub services Increase in Community Outreach/Peripatetic roles/Navigators	
NEW WAYS OF WORKING	Care Outreach Programme: integrated care and discharge/admissions Brokering increased joint partnerships between NHS provider organisations/services & VCSE providers ICS Integrated Care Programme's assuring member representation from care VCSE provider organisations	Peer Learning Coaches Mentors
LEARNING DEVELOPMENT , inc. TALENT, LEADERSHIP & MANAGEMENT	Increase in free training & development	E-Learning, module based, online masterclasses for single point of access access via the ICS Academy Exchange & ICS VCSE Faculty

ICS VCSE Faculty Un-Conferencing Exercise: Dot Voting Priorities

Top 3 Priorities	
1	<i>How we 'Buddy' between VCSE organisations: how we support 'together' via Peer Networks; to get our brand, joint plans & resource right</i>
2	<i>MOU as member re: Faculty sign up</i>
3	<i>Trustee Education re: Thinking & Acting Differently</i>
4	<i>Safe Development Space: to have difficult conversations, peer support and troubleshoot</i>
5	<i>VCSE Development Pathways, Secondments and Stretch Projects into ICS work</i>
Other Priorities to focus on	
6	StatMan Courses Online: linked to VCSE Staff Passport
7	Asset Based Utilisation: NOT in competition, but in joint partnership, learning and joint commissioning applications
8	Recruitment into vacancies: advertise posts and secondments in 1 place via ICS website/campaigns
9	Skills Matrix Guide about the VCSE sector we have, inc. skills of our workforce
10	Sharing Info re: Systems, Processes, e.g. 'I need a Carer'
11	Reciprocal Training & Education: utilise what we already have as a H&W VCSE sector: share with each other, joint up!
12	Retention & Development Pathways: what do we have, what can we offer; via ICS Academy Exchange
13	Recruitment: JD, PS, Roles, creative advertising
14	Social Entrepreneurial Bootcamps: training, peer support, leadership

An Integrated Care System puts service users / clients & carers at the centre, which means that ...



There is a clear and shared vision with a common purpose and understanding



There is a clear division of responsibility and accountability between MH organisations and the wider partners



The system has an open approach to ensure people have choice and control over the way their care is delivered



There is a strong collaborative leadership where mental health is everyone's business



Health and care services are driven by population mental and physical health needs



All partners are actively involved in developing the ICS

ICS VCSE Workforce Planning, Development & Integrated Care Commissioning Horizon Scanning - Benefits

Quick Fix, Reactive, Inefficient, Exclusive

Sustainable, Foresighted, Efficient, High Performing, Authentic Integration, Transformational



CURRENT STATE

- Inequity of holistic health & care development funding v NHS funding: not aiding out of hospital care provision and discharge: high costs, under performance
- Lack of efficiencies in integrated culture, partnership work, representation, leadership service provision required
- Quick fix NHS exclusivity

THE BRIDGE

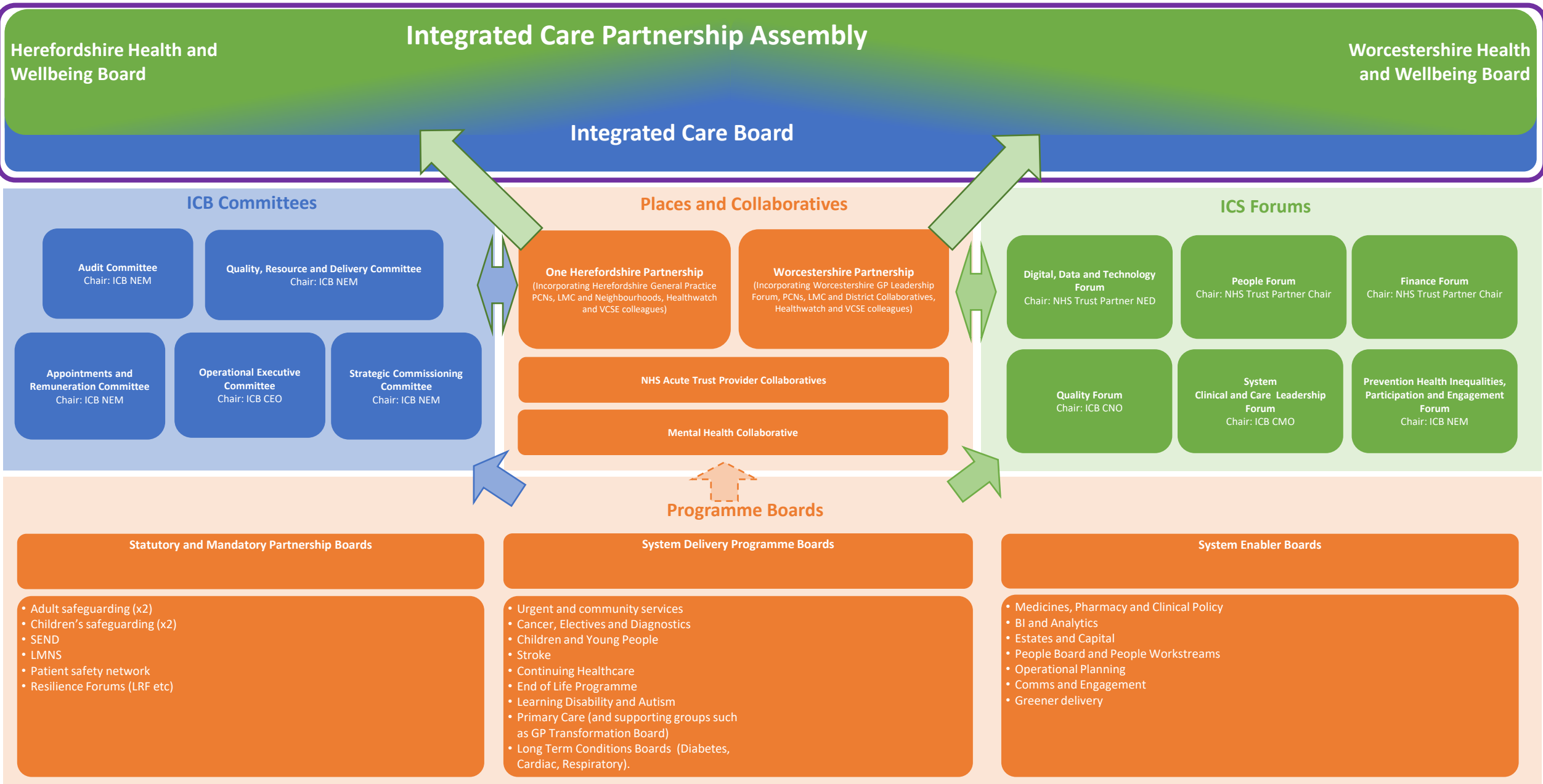
- Establish VCSE as an equal reputable, respected & recognised sector
- Establish enhanced joint brand and skill set
- Multi sector/org/disciplinary Training, education & development
- Highly resilient, retained, skills Managers and Leaders
- VCSE as a desired profession

THE FUTURE STATE

- The VCSE sector at the centre of partnership: known, respected, commissioned within integrated care
- Seamless integrated message of social care to the public & service users
- No recruitment problems: H&W as 'the place to work'
- Have people of choice
- Streamlined, integrated out of hospital care and discharge
- Reduction in unnecessary hospital admissions/re-admissions
- High performing efficient health & care services
- Reductions in retention
- Enhanced partnership, integrated working & relationships
- Culture improvement

APPENDICES

Appendix 1: H&W ICS Integrated Care Board Governance



Appendix 2: ICS VCSE Faculty Task Group

The ICS VCSE Faculty Task Group is made up of a range of VCSE related organisation providers and support services: voluntary, charitable, social enterprise, supported living and holistic support for CYP, adults and older people. The Task Group will meet virtually every 6-8 weeks, chaired by 2 Deputy Chairs representative of our Herefordshire & Worcestershire 'place'. Our Chairs are Esther Passingham, Worcestershire VCSE Alliance Strategic Lead and Christine Price, Chief Officer for Herefordshire Healthwatch. The Task Group will also meet face to face every 6 months.

The visioning and priorities outlined will form its integrated workforce planning and development plan assurance; feeding assurance up into the ICS Academy Steering Group, with the Task Group Chairs being members of the senior level Steering Group. The VCSE Faculty will also link into our other interdependent ICS Academy functions: Attraction/Recruitment, Retention, Apprenticeships and Widening Participation.

There will be other linked interdependencies with our ICS Culture & EDI Thematic Group, as well as the ICS Talent & Leadership and Great Place to Work Thematic Group; fed up into the ICS People Board.

