



## HEALTH & WELLBEING BOARD

Date: 15<sup>th</sup> December 2021

<b>REPORT TITLE:</b>	<b>WORKING WITH THE COMMUNITY, VOLUNTARY AND FAITH SECTOR</b>
<b>REPORT OF:</b>	<b>COMMUNITY, VOLUNTARY AND FAITH SECTOR</b>

### REPORT SUMMARY

The Health and Care Bill 2022 currently passing through Parliament enables the Community, Voluntary, Faith and Social Enterprise Sector within each Local Authority to play a full part in the local design of service provision as it relates to communities and residents.

At the meeting of the Health and Wellbeing Board on 31<sup>st</sup> March 2021 a proposed approach to working with the community, voluntary and faith sector to improve health and reduce inequalities was presented and endorsed.

A progress report was provided to the Board on 29<sup>th</sup> September 2021 at which it was agreed that a further update on this work would be provided to the December meeting.

This update report represents a culmination of research and discussion across the sector around key areas of importance into a plan. Any plan and mechanisms need to be brought forward with the participation of all key stakeholders working together, therefore we seek endorsement from the Health and Wellbeing Board to further coproduce the plan with such stakeholders.

This matter affects all wards within the Borough; it is not a key decision.

### RECOMMENDATION/S

The Health and Wellbeing Board is recommended to note the update provided within this report and endorse the ongoing work programme included which identifies the following recommendations:

1. Provide support and cooperation through its membership to enable further engagement and coproduction, to design and bring forward a detailed proposal for consideration in March 2022.

2. Encourage engagement from Partners to support the principles of this plan and to develop its implementation further, including identification of investment required to deliver sustainable action.
3. Endorse the establishment of a cross sector working group whose role will be to coproduce a place-based partnership charter which will set out the necessary agreed behaviours to build strong relationships and of which uniformity will aid integration. A representative(s) will be required from each partner with senior responsibility for implementation of the charter within their own organisation.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 The White Paper, 'Integration and Innovation: working together to improve health and social care for all', (February 2021) places particular emphasis on 'The Primacy of Place' and the full involvement of the Community, Voluntary and Social Enterprise sector in the development of locally designed and developed systems for tackling health inequalities. The Health and Care Bill currently progressing through parliament creates the legal framework to support these working together principles.
- 1.2 The refreshed Wirral Plan 2021 - 2026, Equity for People and Place, was approved by Full Council on 6th September 2021 and fully supports these principles and in addition emphasises the need for communities and residents to play a full part in the local design process.
- 1.3 The NHS Guidance Building strong integrated care systems everywhere; ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector (September 2021) advises,

By April 2022, ICB's are expected to have developed a formal agreement for engaging and embedding the VCSE sector in system-level governance and decision-making arrangements, ideally by working through a VCSE alliance to reflect the diversity of the sector. These arrangements should build on the involvement of VCSE partners in relevant forums at place and neighbourhood level, and makes two key points:

1. The VCSE sector is a key strategic partner with an important contribution to make in shaping, improving, and delivering services, and developing and implementing plans to tackle the wider determinants of health. VCSE partnerships should be embedded in how the ICS operates, including through involvement in governance structures in population health management and service redesign work, and in system workforce, leadership, and organisational development plans.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 No other options are presented.

### **3.0 BACKGROUND INFORMATION**

- 3.1 The community, voluntary and faith (CVF) sector plays a hugely important role in Wirral, contributing to the local economy and providing a wide range of activities and services to residents that improve health and wellbeing. The sector is therefore a key partner in the delivery of the Wirral Plan and an important bridge between the public sector and local people.
- 3.2 The Health and Wellbeing Board supported the proposed approach to working with the Community, Voluntary and Faith Sector on 31<sup>st</sup> March 2021 and the establishment of a working group to oversee the work programme.

- 3.3 The Working Group, which is made up of a variety of representatives reflective of the Community, Voluntary and Faith Sector, has led the development of work through the following thematic focused groups:
- Increasing collaboration
  - Community, Voluntary and Faith Sector representation
  - Modernising volunteering
  - Behaviours that reflect values
  - Tackling health inequalities
- 3.4 Three studies of value and particular relevance and interest have been identified by the sector<sup>1,2,3</sup>.
- 3.4.1 The Joint Review of partnerships and investment is highly relevant to the design of a future relationship between the VCSE sector and ICS, ICB's and noteworthy for Health and Wellbeing boards in the development of partnership working. It contains 27 recommendations under 16 headings as follows,
- Health and care services are co-produced, focussed on wellbeing, and value individuals' and communities' capacities
  - Commitment to the Compact
  - VCSE organisations are involved in strategic processes
  - Social value becomes a fundamental part of health and care commissioning, service provision and regulation
  - Social prescribing is given greater support
  - The skills of those involved in health and care commissioning are improved
  - Long term funding is standard
  - Health and care bodies fund on a simplest-by-default basis
  - Greater transparency
  - Volunteering is valued, improved, and promoted
  - Dormant funds are used for good
  - Evidence underpins health and care
  - A sustainable and responsive infrastructure
  - A greater focus on equality and health inequalities
  - Market diversity
  - A streamlined Voluntary Sector Investment Programme
- 3.4.2 Improving Commissioning through a VCSE Single Point of Contact (SPOC) supports the establishment of an organisation with whom the VCSE sector

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<sup>1</sup> Joint review of partnerships and investment in voluntary, community and social enterprise organisations in the health and care sector, 2016

<sup>2</sup> Improving commissioning through a VCSE Single Point of Contact, NAVCA, May 2017

<sup>3</sup> Commissioner perspectives on working with the voluntary, community and social enterprise sector, The King's Fund, February 2018.

and commissioners can work for greater benefit. The paper defines a SPOC as a single organisation through which a commissioner can work with a broad range of VCSE organisations through a single grant or contract.

It argues that the SPOC enables the commissioner to design services reflecting the needs of local people and communities. It also argues that the SPOC is paid to performance manage the delivery organisations, allowing commissioners to focus on outcomes.

It cites and explains ten elements:

1. Commitment to the local area, but connected regionally
2. Trusted by commissioners and local VCSE organisations
3. Facilitate co-production
4. Foster collaboration and partnership with and across the local VCSE sector
5. Build community capacity to respond
6. Understand community needs and assets
7. Make sure vulnerable and under-represented voices heard
8. Address health inequalities
9. Encourage the VCSE to adapt, innovate, and improve
10. Promote equality and diversity

It also claims seven wider benefits a SPOC will bring, grants, social investment, prevention, person-centred services, commissioning intelligence, building community resilience and saves money.

- 3.4.3 The third paper by The King's Fund is a 'warts and all' examination of the relationship between the commissioners and the VCSE sector. It is a most illuminating study carried out in confidence illustrating how commissioning practices can be very helpful or unhelpful.

#### **4.0 COMMUNITY, VOLUNTARY AND FAITH SECTOR COMING TOGETHER PLAN**

- 4.1 Following two Community, Voluntary and Faith Sector conferences held in June and September 2021 the five thematic groups have, in consultation with the wider sector, developed an outline plan, *Community, Voluntary and Faith Sector Coming Together*, based on the opportunities and challenges facing the Sector and the Borough.

- 4.2 The Plan, which is included in Appendix 1, intends to support the delivery of the Wirral Plan and partners to achieve positive results for people and communities in Wirral outlining proposals for future ways of working. The intended outcomes of which are:

- A strong and sustainable community, voluntary and third sector
- Strategy, decision making and commissioning intentions informing and responding to strategic and resident priorities

- An impactful focus on recovery and renewal
- Faster response to changes in societal issues
- More evidence of impact on service delivery
- Helping the public sector to be efficient and deliver better services

4.3 To do this the Plan identifies the following four key pillars and four cross cutting themes that will improve the sector and enable community development.

#### **4.4 Four Key Pillars**

##### *4.4.1 Influence and voice*

Wirral's CVF sector is diverse and vibrant; there are many organisations and citizen associations that work with local people and in neighbourhoods contributing to economic, environmental, and social sustainability. Key areas for development include:

- Creation and facilitation of the coproduced representative mechanism, ensuring the CVF sector are involved at all levels in planning and policy across the system and wider partners
- Creation of communities of interest, be that a neighbourhood or a thematic group to aid collaboration and gather wider community insight around specific topics.

##### *4.4.2 Coproduction and working together*

Adopting a coproduced approach to working together will support the development of services that respond to local people as well as developing ways the sector can work together and with partners. Key areas for development include:

- Develop innovative ways to help colleagues across the system understand the CVF sector.
- Work with commissioners to develop coproduced commissioning which builds on trust, collaboration, openness, and transparency rather than traditional methods that are competitive and divisive.
- Asking that partners permanently embed procurement process flexibility introduced during the pandemic and review commissioning approaches reflecting the areas for development which are described in the Plan.
- Offer grant funding where appropriate.
- Equally value the sector by providing cost of living rises for contracts in line with statutory rises.
- Support sustainability and ability to attract additional investment through longer term contract and funding arrangements
- Develop a strategic funding group, uniting system partners in identifying opportunities for investment and putting Wirral on the map using our local assets and skills. This group will lead on bids and applications for Wirral as a collective.

##### *4.4.3 Health Creation*

As evidence throughout the pandemic collaboration, reducing duplication of effort, maximising skills and value and sharing best practice can achieve health creation and tackle health inequalities. Key areas for development include:

- Using systems to dynamically map new organisations and services to understand health creation and share this with connectors and other signposting organisations.
- Have a CVF catalogue of organisations who wish to collaborate and their area of interest/specialist.
- Ask partners to adopt the same health creation priorities as their social value framework when commissioning.
- Understand the physical infrastructure (geographically focused organisations with premises, ie community centres and churches) to support the Wirral Plan and emerging Health and Wellbeing Strategy
- Consider environmental improvements, exploration of the potential to have anchor organisations within the CVF sector as well as further development of community hubs and family hubs.

#### *4.4.4 Volunteering*

Volunteers are a huge asset to Wirral, and they take on varying roles across the CVF, and Public, Sector. Key areas for development include:

- Make it everyone's business to value Volunteers
- Work smarter around promotion of volunteering in Wirral and enable access to all
- Further develop 'the volunteer family' approach which provides volunteers with the feeling of a safe family unit; a supportive environment that gets the most out of people in a personalised way.
- Encouraging volunteering with public sector colleagues and facilitate connections.

### **4.5 Cross-cutting themes**

#### *4.5.1 Developing the right culture and conditions for collaboration*

Wirral's CVF sector would like to lead the coproduction of a charter for the Wirral, which will set out the necessary agreed behaviours to be adopted across the system. This will also be an important element of how we work within our place-based partnership. CVF Champions will create new links and foster a better understanding of the CVF Sector and as a result, better working relationships.

#### *4.5.2 Improving focus on data and insight*

Data and insight gathering collectively with CVF sector organisations can be used to influence strategy, planning and commissioning, improving the design process and in turn outcomes. The Sector needs dedicated resource to support organisations to improve impact measurement and collate and

demonstrate collective value working closely with BI colleagues across the system. As part of exploring new approaches the CVF sector are interested in identifying a methodology for collective impact reporting for the CVF sector collective.

#### 4.5.3 *Continual learning*

The sector has played a strong role throughout the pandemic, being integral to the humanitarian cell, the BAME subgroup and faith sector subgroup, taking a leading role in navigating local residents through the pandemic. Their voice has been strong and enabled rich insights to be gathered to inform strong communications and policy development. Learning lessons is an important part of continual improvement and therefore is a key principle of the way we need to work now and in the future.

#### 4.5.4 *Knowing our strengths and building capability*

Wirral has a huge amount of skills and experience across the combined workforce sectors. By having a better understanding of how we can work together and make the best use of our skillsets, we can be more effective at influencing and shaping local plans. This approach needs to be built into how we encourage and support volunteering, shared training, and development opportunities such as networking, mentoring, and coaching.

#### 4.6 The Plan concludes with the following recommendations:

4. The CVF sector request recognition and endorsement from Wirral Partners.
5. The CVF sector will develop an independent representative mechanism to enable it to engage with Wirral Partners
6. Engagement from Partners to support the principles of this Plan and to develop it further including identification of investment required to deliver action.
7. Partners are asked to permanently embed procurement flexibility introduced during the pandemic and review commissioning approaches reflecting the areas for development outline in the Plan.
  - HWBB endorse the establishment of a cross sector working group whose role will be to coproduce a place-based partnership charter which will set out the necessary agreed behaviours to build strong relationships and of which uniformity will aid integration. A representative will be required from each partner with senior responsibility for implementation of the charter within their own organisation.

#### 4.7 To date the Plan has been developed across a wide and varied range of organisations within the Community, Voluntary and Faith Sector. It is proposed that partners are now be engaged to further develop the Plan. A series of engagement events will take place in January 2022 with Partners and Elected Members to inform a final version of the Plan.



- 4.8 The scope of this Plan and the Sector is not limited to the Health and Wellbeing Board. The programme of engagement in January will therefore need to consider how this work is shared with other key groups and committees and how support to deliver the Plan will be achieved.
- 4.9 It is proposed that further work is undertaken to fully develop the Plan, which will continue to be led by the Sector, including the Communities of Practice Group, Sector Leadership Network (formally Chief Officers Group), and Humanitarian, BAME and Faith cells and HWBB Reference Group.

A final version of this Plan will be presented to the Health and Wellbeing Board in March 2022.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The work programme outlined within this report identifies potential financial implications and commissioning intentions which may include pooling resources across the Council and or with Partners.
- 5.2 Subsequent resource requirements will be identified following engagement of Partners in this Plan.
- 5.3 The plan will support the understanding and broadening of opportunities around social value therefore providing improved impact and value for money.

## **6.0 LEGAL IMPLICATIONS**

- 6.1 There are no legal implications arising from this report, however future actions taken may have legal implications which will need to be addressed.

## **7.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

- 7.1 The involvement of all key stakeholders including Elected Members will be required in discussions relating to the developments of strategies, policies, the plans, possible models, and proposals, ensuring the outcome of deliberations is acceptable to all participants.

## **8.0 RELEVANT RISKS**

- 8.1 An early major risk has been identified, where stakeholders, Elected Members, and the members of the CVFSE sector do not actively participate.
- 8.2 This risk can be mitigated by ensuring that the continued engagement from the Community, Voluntary and Faith Sector is as key as the contribution from Wirral partners. As part of this work further relevant risks will be identified related to the workstreams outlined.

## **9.0 ENGAGEMENT/CONSULTATION**

9.1 A fundamental tenet of this approach is to enable a co-produced programme of work, engaging with the many local Community, Voluntary and Faith networks, and organisations. In addition, it is essential that communities and residents are also engaged and consulted and are at the centre of all aspects of partnership working. This will allow the development of local infrastructure to support place-based activities designed to improve their health and wellbeing.

The next stage of this work will be to understand the opportunities and challenges of Partners for working with the Sector.

## **10.0 EQUALITY IMPLICATIONS**

10.1 This report has no impact on equalities; however, we will ensure that any associated actions meet our obligations under the Equality Act 2010 and the Public Sector Equality Duty, such actions will be subject to individual Equality Impact Assessments where appropriate.

## **11.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

11.1 There are no environment and climate implications as part of this report however the CVF Sector are highly cognisant of this agenda for the following reasons:

- Environmental factors are, in many ways, acknowledged as a key driver for supporting good health and have been recognised as such for decades.
- Open space for recreation and exercise can play a significant part in keeping people well and safe.
- Looking after the environment is a global challenge needing the full attention at all levels of society as it is widely accepted that failure to do so is adversely affecting the climate.
- The challenge of looking after the local environment, within a place-based system for improving health and wellbeing, can create a strong sense of ownership at community level and pride in joint ownership.

## **12.0 COMMUNITY WEALTH IMPLICATIONS**

12.1 The Community Wealth Building Strategy makes an important contribution to improving the economic, social and health outcomes of the borough and reducing disparities in health. The CVF is an important partner in community wealth building therefore this work programme will contribute to the aspirations outlined in the Community Wealth Building Strategy.

**REPORT AUTHOR: Wirral's Community, Voluntary and Faith Sector**

## **APPENDICES**

1. Community, Voluntary and Faith Sector Coming Together Plan

## **BACKGROUND PAPERS**

Wirral Community Wealth Building Strategy

The White Paper, 'Integration and Innovation: working together to improve health and care for all'

The Health and Care Bill

Equity for People and Place, Wirral Borough Council, September 2021

Building strong integrated care systems everywhere; ICS implementation guidance on partnerships with the voluntary, community and social enterprise sector. NHS, September 2021

Joint review of partnerships and investment in voluntary, community and social enterprise organisations in the health and care sector, 2016

Improving commissioning through a VCSE Single Point of Contact, NAVCA, May 2017

Commissioner perspectives on working with the voluntary, community and social enterprise sector, The King's Fund, February 2018.

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Health & Wellbeing Board	29 <sup>th</sup> September 2021
Health & Wellbeing Board	20 <sup>th</sup> July 2021
Health & Wellbeing Board	31 <sup>st</sup> March 2021

## **Appendix 1**

# Community, Voluntary & Faith Sector Coming Together Plan

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## Introduction

This plan has been developed by Wirral's CVF sector, mainly through the Communities of Practice Group, Sector Leadership Network (formally Chief Officers Group), and Humanitarian, BAME and Faith cells. It is a high-level plan that requires more coproduction work along with system partners to further refine; however, the pillars and themes identified are based on the opportunities we see and want to shape for Wirral as well as the challenges we believe we face as a sector and Borough.

One of the many strengths of the CVF sector is its agility and therefore we recognise that this plan may adapt over time in harmony with how relationships and communities' change; we are willing to review, learn and improve on our journey.

## CVF and Communities Plan

This plan delivers on four key pillars and four cross cutting themes that will improve CVF and community development:

### Four Key Pillars

- 5 Influence and voice
- 6 Coproduction and working together
- 7 Health Creation
- 8 Volunteering

### Cross-cutting themes

- 9 Developing the right culture and conditions for collaboration
- 10 Improving focus on data and insight
- 11 Continual learning
- 12 Knowing our strengths and building capability

## Influence and Voice

Wirral's CVF sector is diverse and vibrant; there are many organisations and citizen associations that work with local people and in neighbourhoods attributing to economic, environmental, and social sustainability. However, they cannot do this alone, they work with communities and with statutory organisations to gather and share insight as well as providing effective and efficient services. This valuable insight helps design local policy that works with communities not against so we must enable and support ways that this can happen and these voices to be heard.

Key areas for development	Why is this important?	How do we make this happen?	How can our partner's support?
Creation and facilitation of the coproduced <b>representative mechanism</b> , ensuring the CVF sector are involved at all levels in	It would be impossible to have the entire CVF sector involved in every discussion due to volume of organisations and capacity required.	<ul style="list-style-type: none"><li>• Agree and communicate new mechanism</li><li>• Recruitment and ongoing support of representatives. Organisations must</li></ul>	<ul style="list-style-type: none"><li>• Work with the CVF to coproduce the mechanism and fully engage with it.</li><li>• Be clear when it's an organisational</li></ul>

<p>planning and policy across the system and wider partners.</p>	<p>Therefore, a mechanism is required to share these roles, so the sector has a voice and conduit but without being overburdened. The sector needs to be confident that the mechanism works and communication flows freely to further develop trust and collaboration.</p> <p>The mechanism must be effective but without too much bureaucracy which could exclude smaller organisations. It must be a supportive mechanism to engage and involve organisations of all sizes.</p> <p>Organisations must use their beneficiary groups and networks to ensure citizen voice and reach, adding value and depth through lived experience to the role of representative.</p> <p>We also recognise that not all organisations will want to or have the capacity to represent but we must still ensure</p>	<p>support each other smaller/larger</p> <ul style="list-style-type: none"> <li>• Develop robust and effective two-way communication channels</li> <li>• Regular review involving all and a commitment to quality improvement</li> <li>• A Co-ordinator role to support with coproduction, implementation, ongoing co-ordination, and review/improvement</li> <li>• Be mindful of digital exclusion and ensure inclusive ways of working</li> </ul>	<p>representative or a CVF representative required and if that latter go via the mechanism so we can offer these roles to many rather than the few, this develops CVF leadership skills</p> <ul style="list-style-type: none"> <li>• Consider funding to enable representatives from all size groups to participate. Often only larger groups can find ways to spare some time away from their organisation to attend meetings/events.</li> </ul>
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	that they are connected and well informed of everything that is going on.		
Creation of <b>communities of interest</b> , be that a neighbourhood or a thematic group to aid collaboration and gather wider community insight around specific topics.	Gaining a better understanding of who is doing what locally facilitates increased collaboration and better use of skills and resources. Additionally, such networks provide peer support, sharing of good practice and relationship building.	<ul style="list-style-type: none"> <li>• These communities of interest would provide additional CVF and community infrastructure in addition to the communities of practice groups (both ABCD champions and CVF senior leaders).</li> <li>• These communities of interest would grow over time and find the best way for them to connect such as email groups or virtual or face to face meetings. The format would be self-determined, but support would be provided by the new organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Support to link people from across the system into these communities of interest groups.</li> <li>• Involvement and recognition in the role they can support with for engagement activities.</li> <li>• The opportunity to collaborate with partners on key initiatives and considerations to investment required within these networks.</li> </ul>

## Coproduction and Working Together

*‘Co-production is simultaneously **an activity, an approach and an ethos** which involves members of professionals and the public working together, sharing control and responsibility across the entirety of a project’*

By adopting a coproduced approach to how we work together we can help ensure that resources are used to develop the services that people really want. CVF organisations can reach into communities and support people with lived experience to participate in such activities.

We also need to develop ways in which the CVF can work together and with external partners as we know we can achieve more if we work together. We need to work together to define how coproduction would work in practice.

Key areas for	Why is this	How do we make	How can our partner’s support?
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development	important?	this happen?	
<p>Develop innovative ways to help colleagues across the system <b>understand the CVF sector</b>, for example create an online induction module for all public sector staff and Cllrs explaining what the CVF sector is and does; what co-production is and why it's important; introduce volunteering and representation</p>	<p>The CVF sector is fluid as it shifts and moves with communities, this can be difficult to keep up with and understand. Plus, partner organisations have a regular turnover of employees, elected members and/or other non-executive directors so it's important that we provide this introduction to the CVF sector regularly.</p>	<ul style="list-style-type: none"> <li>• Develop an online module for all Cllr, staff, and volunteers to learn about the voluntary sector and vice versa</li> <li>• Make opportunities for partners to have volunteering days with CVF organisations mandatory as part of their development</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory inclusion within induction training and at all levels within the organisation.</li> <li>• Support for volunteering</li> <li>• Feedback/work with us – what would help you understand the CVF sector?</li> </ul>
<p>Work with commissioners to develop <b>coproduced commissioning</b> which builds on trust, collaboration, openness, and transparency rather than traditional methods that are competitive and divisive.</p>	<p>Current commissioning and procurement processes are divisive and have a detrimental effect on our desire to build relationships across the CVF. We must modernise approaches; we too are</p>	<ul style="list-style-type: none"> <li>• Contribute to collaborative bids and provide our skills and strengths</li> <li>• Be open to efficiencies and sharing resources differently</li> <li>• Shift away from a 'look after yourself' approach to</li> </ul>	<ul style="list-style-type: none"> <li>• A commitment to finding ways to commission and procure differently in a way that is more sensitive to the CVF sector and that complements efforts to build relationships</li> <li>• Working/commissioning/providing grants in a more joined up way and being more fluid will focus effort on what's important and release efficiencies for both organisations and grant/contract managers.</li> </ul>



<p>Offer <b>grant funding</b> where appropriate.</p> <p><b>Equally value our sector</b> by providing cost of living rises for contracts in line with statutory rises.</p> <p><b>Support sustainability and ability to attract additional investment</b> through longer term contract and funding arrangements .</p>	<p>very experienced around accountability in relation to public funds and we must start from a position of trust and build on what's good and works.</p> <p>The CVF sector should be able to influence commissioning decisions by showcasing good practice and raising awareness of existing organisations as well as identifying gaps.</p>	<p>commissioning'</p> <ul style="list-style-type: none"> <li>• Build smaller organisations into the supply chains of larger</li> </ul>	
<p>Develop a <b>strategic funding group</b>, uniting system partners in identifying opportunities for investment and putting Wirral on the map using our local assets and skills. This group will lead on bids and applications</p>	<p>Let's be ambitious for Wirral and build on our skills, strengths, and creativity as a whole system to maximise funds into Wirral. A more joined up approach would place us in a much stronger position but at present this lack</p>	<ul style="list-style-type: none"> <li>• Provide leadership around this agenda</li> <li>• Build on the strengths within the borough</li> <li>• Proactively work on equity and wider distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Participate and channels opportunities through this group</li> <li>• Provide tools, data/information, and skills to help develop bids and plans</li> </ul>

for Wirral as a collective.	coordination and happens more by chance than design.		
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## Health Creation

Through enabling collaboration, reducing duplication of effort, maximising skills, and value, and sharing best practice we can achieve health creation and tackle health inequalities. Language is important therefore we would rather adopt the term health creation than tackling health inequalities.

Key areas for development	Why is this important?	How do we make this happen?	How can our partner's support?
Using systems to <b>dynamically map new organisations and services</b> to understand health creation and share this with connectors and other signposting organisations.	There is a significant amount of activity within the borough looking at health inequalities, but we haven't collated this into one place. Until we know what we have, how can we know where the gaps are or what we can build on? Infobank would act as the starting point for this exercise.	<ul style="list-style-type: none"> <li>A specific piece of work would be required using connectors, networks and CVF organisations to contribute to our health creation map for Wirral ensuring it covers the wider determinant s of health</li> </ul>	<ul style="list-style-type: none"> <li>Share these messages</li> <li>Support with skills to enable this piece of work</li> </ul>
Have a <b>CVF catalogue</b> of organisations who wish to collaborate and their area of interest/specialist.	Services and initiatives change frequently and it's difficult to keep track. Infobank provides a useful resource to members of the public, but it doesn't	<ul style="list-style-type: none"> <li>Manage and continually develop the catalogue based on CVF feedback</li> <li>Use this resource to identify partners</li> </ul>	<ul style="list-style-type: none"> <li>Identity a CVF lead/champion in each organisation/department (depending upon size) who can act as a link to enable collaboration across sectors</li> </ul>

	contain the relevant information that would support CVF collaborations.	and collaborators	
Ask our system to <b>adopt the same health creation priorities as their social value framework</b> when commissioning – will give extra support as part of existing expenditure/commitments	<p>Social Value is now very much on the agenda and is a good way to make the most of procurement activities through asking bidders to help us with certain areas around environmental, economic, or environmental impact.</p> <p>If system partners adopt the same social value framework, we can create bigger impact in fewer areas. If we target areas for health creation, then this extra activity also moves us in the right direction.</p>	<ul style="list-style-type: none"> <li>• Support and facilitate conversations to develop a shared social value framework</li> <li>• Support CVF organisations to help measure social value</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a system wide social value framework and consistent approach to monitoring</li> <li>• Work with the CVF to explore how partners can also deliver social value such as volunteering schemes, salary sacrifice</li> </ul>
<p><b>More and longer-term investment is needed in prevention</b> if we are ever to stop ‘firefighting’</p> <p>Agree some <b>consistent prevention messages</b> that the CVF can adopt.</p> <p>Together we can have</p>	<p>Let’s start to think longer term and be braver in how we approach prevention.</p> <p>We have had strong</p>	<ul style="list-style-type: none"> <li>• A dedicated role to support communication within the CVF sector but also to support CVF</li> </ul>	<ul style="list-style-type: none"> <li>• The opportunity to be involved in communications planning around health and wellbeing and community activities.</li> <li>• Clear messaging and</li> </ul>

greatest impact.	messages in the past for example 5 ways to Wellbeing which many organisations continue to use. If we are included within system communication strategies, then we can play our part in getting these messages to all parts of our community.	organisations to share agreed messages across their communities and networks.	support to adopt these <ul style="list-style-type: none"> <li>• Plain language and accessible to all</li> </ul>
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## Volunteering

A central organisation to support volunteering is needed for Wirral to support individuals looking to volunteer and organisation to involve volunteers. Encouraging volunteering within Wirral will improve people's health and wellbeing, will enable more social action, and increase community spirit and feelings of purpose and belonging.

Locally rooted community organisations play a unique role in tackling local unemployment. They are direct providers of jobs and volunteering opportunities in areas facing some of the greatest challenges; they provide tailored and sensitive employment support for their community; and they take a strategic role in supporting local economic development (Locality, communities work report). This is of particular importance in post-covid jobs recovery as neighbourhoods with existing employment problems are more than twice as likely to be at high risk of covid related job losses.

Volunteers are a huge asset to Wirral, and they take on varying roles across the CVF sector, some informal that don't require training, could be one-off or more flexible; and formal where a regular role is taken, and training provided.

Key areas for development	Why is this important?	How do we make this happen?	How can our partner's support?
Make it everyone's business to <b>value Volunteers</b>	Volunteering is valuable to both those who volunteer and those who receive support from volunteers so we need ways in which we can recognise people's	<ul style="list-style-type: none"> <li>• Agree a consistent tool for measuring volunteer outcomes. This tool can help people to understand their journey</li> <li>• Organise a joined-up awards ceremony using the categories</li> </ul>	<ul style="list-style-type: none"> <li>• Open training to staff and volunteers within CVF organisations Support the volunteering Recognition Event through venue, funds, or</li> </ul>

	individual journey and celebrate this.	from the tool above, so everyone is recognised	event planning skills
Work smarter around <b>promotion of volunteering</b> in Wirral and enable access to all	CVF organisations can feel at a disadvantage as they cannot complete with larger organisations	<ul style="list-style-type: none"> <li>• Have a brand for volunteering in Wirral, almost like an accreditation ‘time to give Wirral’, create a logo which every organisation that involves volunteers can use. The volume of organisations using it will mean it becomes a beacon for volunteering, so people know volunteers are valued.</li> </ul>	<ul style="list-style-type: none"> <li>• Sign up to and promote this brand</li> </ul>
Further develop <b>‘the volunteer family’</b> approach which provides volunteers with the feeling of a safe family unit; a supportive environment that gets the most out of people in a personalised way.	Wirral needs a modernised support offer around volunteering that capitalises on the surge in volunteering seen during the pandemic and embraces new approaches that local organisations are taking.	<ul style="list-style-type: none"> <li>• Provide practical support – DBS, training, an email group for volunteer managers to ask questions and share information</li> <li>• Developmental support – mobility across organisations, working with DWP and training their advisors</li> </ul>	<ul style="list-style-type: none"> <li>• Support mobility so volunteers can spend time with smaller organisations</li> <li>• Open training opportunities</li> <li>• Share best practice</li> </ul>
Encouraging <b>volunteering with public sector colleagues</b> and facilitate connections.	More local organisations are now encouraging their employees to give something back by volunteering however this can prove to be difficult to coordinate without knowing what’s available and how to get the most out	<ul style="list-style-type: none"> <li>• Provide a one stop shop for people looking to volunteer and broker these discussions between the individual and the organisation based on strengths and impact.</li> <li>• Facilitate regular conversations with</li> </ul>	<ul style="list-style-type: none"> <li>• Senior leaders and Elected Members to spend a day with a local organisation to build understanding and ‘get a feel’ for what it’s like on the ground</li> </ul>

	<p>of people using their skills and strengths.</p> <p>Some organisations such as DWP have a key role in supporting people into volunteering but people in receipt of benefits are often worried about volunteering. How can we adopt a consistent message that truly encourages and facilitates?</p>	<p>key partners such as DWP around volunteering</p>	
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## Cross Cutting Themes; our enablers

### 1. Developing the right culture and conditions for collaboration

**Culture and behaviours are fundamental** to success but also the most difficult to affect. If we are to truly work together there must be a real commitment to addressing cultural issues and behaviours that have a detrimental impact on relationships. **Trusting relationships are required** and will need to be built over time in a cognisant way. Transparency helps build trust; we may not always agree but at least we understand the rationale or pressures/constraints that people are working in.

System values also need to inform behaviours if we want to move in the same direction. Having a **standardised set of behaviours** will help people understand what is and isn't acceptable and we need to be able to **respectfully challenge behaviours** that sit outside of what has been agreed. This will require real buy in from all systems partners at all levels, through pledges and these pledges brought to life in how they work with CVF organisations both strategically and operationally.

Wirral's CVF sector would like to **lead the coproduction of a charter for the Wirral**, which will set out the necessary agreed behaviours to be adopted across the system and how we manage conflict. This will also be an important element of how we work within our place-based partnership.

The CVF sector through the creation of this plan have agreed to work hard at building trusting relationships and 'leaving any cynicism at the door'. **We are committed to working in a way aligned to such a charter**, be brave and be challenged if behaviours are experienced not akin to what we have agreed.

**CVF Champions within every department within the Council and wider partners** would create new links and foster a better understanding of the CVF Sector and as a result, better working relationships.

## 2. Improving the focus on data and insight

Over recent years we have made improvements in feeding data collected by the CVF into the Wirral Observatory but there is still more than could be done. This will provide more depth to the Wirral picture and will help design local places and services.

**Data and insight gathering collectively with CVF** sector organisations can be **used to influence strategy, planning and commissioning**, improving the design process and in turn outcomes.

Implementing data collection methods and analysis is a specialist role that often CVF organisations are unable to embed within teams due to funding, the weekly amount of time required and time from the organisation. The only way to facilitate better data collection and analysis across the CVF would be to have **a role that supports across the sector**.

Integral to this plan would be a dedicated role, specialist in data gathering and analytics who can not only support organisations to improve impact measurement but can also collate and demonstrate collective value. This role would sit within the new coordinating organisation Wirral CVF, **working closely with BI colleagues across the system**.

Although the CVF sector are keen to develop ways of evidencing impact/change; this **information/data collection needs to be meaningful and relative**. More flexible approaches were adopted during covid which seems to work well for both commissioners and providers, therefore it would seem sensible to continue with this or be willing to look at new ways of working.

Individually we measure impact, sometimes this can be more focused on the requirements of funders or commissioners and not always based on what organisations achieve. We need to get better at measuring real impact and by combining our efforts we can highlight the role and importance of the CVF Sector in Wirral. As part of exploring new approaches the CVF sector are interested in **identifying a methodology for collective impact reporting** for the CVF sector.

## 3. Continual learning

Often it feels as though we have 'done this before' so it's important that we learn from the past, what worked well and what not so well. **Learning lessons means we don't make the same mistakes again**. By looking at what has been done in Wirral and other areas we can guide our work, for example Wirral Volunteering Standard was created but never fully rolled out/adopted. What can we take from this standard and experience in the next stage of our journey?

We also need to give **permission to fail**; this breeds creativity and shared responsibility; **if we fail, we fail together**.

## 4. Knowing our strengths and building capability

Wirral has a huge amount of **skills and experience within our combined workforce** across the sectors that we should make every **effort to understand, connect and utilise**. By having a better understanding of how we can work together and make the **best use of our skillsets**, we can be **more effective** at influencing and shaping local plans.

This approach needs to be built into **how we encourage and support volunteering** and other aspects of the plan through shared training and development opportunities such as **networking, mentoring, and coaching**.

By providing **system multi-disciplinary training** opportunities some of which CVF organisations can deliver if funding was provided is one way in which we build on our strengths. Could preferential opportunity be given to **Wirral organisations to provide training** so we can retain funds within the borough and further **support our CVF sector and wider economy**.

## Infrastructure

### What do we mean by infrastructure?

The role of local infrastructure organisations takes many shapes and forms, but they generally exist to serve a common purpose - to ensure that voluntary, community, faith and social enterprise organisations get the advice, support, and representation they need to improve the circumstances of the people and communities they work with. They generally do this in several ways:

- they **identify and fill the gaps in existing provision** by monitoring the services provided by the third sector in its local area and **working with new and existing groups to around health creation and address unmet needs** in their communities.
- they raise standards by providing access to **information, advice and support to local groups and organisations** in order that they have the knowledge, skills, and resources they need **to support the local community**.
- they **enable communication and collaboration** by encouraging local groups and organisations to **share resources** and to work collaboratively and establish forums for networking where they can **share good practice and form partnerships** through which new activity can be developed.
- they provide a mechanism through which the **diverse views of local groups and organisations can be represented** to local public sector bodies. They also enable two-way communication so that the local sector is involved and can contribute to policy developments and decision-making.
- they **promote strategic involvement** in local policy making and planning, **ensuring that the sector is represented and involved in local decision-making bodies**, and actively work with representatives to ensure they keep on top of key local issues.

## Mobilisation

Integral to a new way of working, is the requirement for an independent, trusted CVF led organisation to provide support, connect, facilitate and to enable the voice of the CVF sector in Wirral to be heard within LCR and C&M. This new body would act as a flexible coordinating organisation as well as a vehicle for funds to flow through to create pace and agility for local organisations and communities for health creation purposes.

The CVF sector have already united around this need and the new organisation Wirral CVF is in development with a temporary board in place until wider elections can happen.

Wirral CVF would also play an independent critical role in championing the values and benefits of a thriving collaborative CVF sector as an equal partner within the borough. These shared values include:



- a belief in collective action
- social justice and making a positive difference to people's lives
- taking a holistic approach to people's needs
- empowering people and making voices heard
- building social capital and reinvesting financial surpluses for community need
- putting communities first
- promoting health creation and tackling inequalities
- being open, honest, trustworthy, and transparent in everything we do
- operating ethically and with the highest standards of integrity.

Threats to these shared values also jeopardise the independence of voluntary organisations and the sector as a whole. These include:

- the 'top-down' nature of the relationship between government and the voluntary sector
- funders preventing legitimate campaigning, lobbying and advocacy either directly or implicitly
- funders influencing the activity and direction of voluntary organisations
- voluntary organisations relying too heavily on one source of funding or contract
- perceived pressures to become more like a business, rather than more business-like.

Individual voluntary organisations, and the sector as a whole, must hold onto their values and continue to operate independently of state. This independence and these values give users and donors confidence in services and advocacy. They enable us to challenge government and speak up for individuals and communities who might not otherwise be heard. In short, the sector's independence and values are vital for democracy (NCVO, 2020).

Wirral CVF would be responsible for facilitation and delivery of the coproduced CVF and communities plan and would be required to provide support in line with the NAVCA performance standards of a local infrastructure organisation:

**Development:** Working with the local community to create and develop ways to meet the needs and aspirations of people in their area.

**Liaison:** Bringing people together from all kinds of voluntary and community groups, to make connections, share what they do and support each other.

**Support:** Encouraging local voluntary organisations and community groups with tools, information, and practical expertise, so they can be the best they can be.

**Representation:** Making the case for, and speaking as the trusted voice of, the local voluntary community with local councils, NHS, government, and others.

**Working in partnership:** Connecting with local initiatives and partners, and working together on local projects, to share knowledge and resources or the benefit of the local community, voluntary organisations, and community groups.

This organisation would be accountable to the CVF sector through its board of Trustees for the organisation, appointed from the membership, who set the strategy and direction. This new organisation would be a key strategic partner within the Borough, supporting with policy changes and translation into local action. It will actively look for and share best practice in Wirral and beyond.

The sector is united in wanting a local infrastructure organisation to ensure connectivity, facilitate collaboration to innovate and secure investment in Wirral; be that attracting new funds or getting the most out of funds already within the borough through the social value agenda.

The new organisation would:

- Work with partners to embed ABCD in the ways in which it designs and delivers
- Be as lean and efficient as possible, using digital technology where possible but not exclusively
- Use data and insight to drive innovation
- Be inclusive
- Champion the CVF Sector in Wirral locally, regionally, and nationally
- Build trust in its character and competence
- Be CVF Sector designed, developed, and led

**Wirral**, which will set out the necessary agreed behaviours to be adopted across the system and how we manage conflict. This will also be an important element of how we work within our place-based partnership.

The CVF sector through the creation of this plan have agreed to work hard at building trusting relationships and 'leaving any cynicism at the door'. **We are committed to working in a way aligned to such a charter**, be brave and be challenged if behaviours are experienced not akin to what we have agreed.

**CVF Champions within every department within the Council and wider partners** would create new links and foster a better understanding of the CVF Sector and as a result, better working relationships.

## Investment

It is important that we learn from the past and ensure we provide enough investment to the CVF sector to support delivery of this ambitious plan and that this is sustained. It is estimated that to deliver the ambitions included within this plan an investment of at least £400k per annum would be required. This is a reflective benchmark of the investment committed in peer authorities.