



Building Forward Together

A NEW RELATIONSHIP WITH THE VOLUNTARY
AND COMMUNITY SECTOR

REPORT AND RECOMMENDATIONS TO THE HULL PLACE BOARD

April 2021

BACKGROUND

At its meeting on 19 August 2020, the Hull Place Board agreed to initiate a piece of work around resetting the relationship between the public sector and its voluntary and community sector partners.

This programme is in response to the voluntary and community sector contribution to the COVID 19 response work in the City and a recognition that the potential of the sector needed to be developed and unlocked. COVID 19 has provided a valuable opportunity for us all to think about how the work of the sector can be better integrated and supported. The success of this programme is about thinking and working differently and making better use of limited resources and what already exists within the City.

This Programme has been developed in the context of the increasing financial challenges faced by both the public sector and the voluntary and community sector as a result of the COVID 19 pandemic.

Additionally, since the start of this programme of work, the Government has published its proposals for legislative changes to develop Integrated Care Systems as statutory organisations, with a key emphasis on collaborative working at system, place and neighbourhood level as of April 2022. The high-level proposals reference a key role for the voluntary and community sector moving forward and as a partner in delivering integrated services at all levels.

The Building Forward Together programme provides a pro-active opportunity to rethink and shape the role of the local voluntary and community sector in place-based working. The strategic work around developing the Humber, Coast and Vale Health and Care Partnership is a key driver in moving this work forward.

The key principles underpinning this work are:

- partnership and collaboration
- social inclusion and a shared approach to tackling health inequalities
- developing a better understanding of what the voluntary and community sector does now and what it could do in the future

The four initial workstreams and focus of activity were agreed as:

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

All four workstreams were asked to reference health inequalities, social inclusion and the specific needs of Black, Asian and Minority Ethnic communities within their work.

Each workstream was developed by a small Task and Finish Group made up of key representatives from public sector partners and local voluntary and community

sector groups and organisations. Task and Finish Groups were co-chaired by a public sector and voluntary and community sector partner.

Each Task and Finish Group was asked to answer the following questions relating to their specific theme:

- What exists already and how effective is this?
- What needs to be different and what could be done better?
- What are the actions we need to take in the short and long term and what resources/ support will we need to achieve this?

The briefing notes for each Task and Finish Group and the membership of these groups is attached as **APPENDIX ONE**.

PROGRAMME GOVERNANCE

The Task and Finish Groups have reported to a senior level Oversight Group, who have been responsible for coordinating the work and agreeing the key recommendations to the Hull Place Board outlined in this report.

Membership of the Oversight Group was made up of senior representatives from partner agencies, alongside the VCSE Place Board representatives. The Oversight Group was co-chaired by a senior public sector leader (Alison Patey, Consultant in Public Health from Hull City Council) and VCSE leader (Jason Stamp, Chief Officer of Forum and the Chair and Senior Responsible Officer for the Humber, Coast and Vale VCSE Leadership Group).

The Oversight Group was responsible for:

- Agreeing the role and scope of the Task and Finish Groups
- Identifying appropriate membership from all partner agencies, including the VCSE sector
- Monitoring the progress of each Task and Finish Group and ensuring that any emerging issues and concerns are addressed at an early stage
- Making final recommendations for action to the Hull Place Board

The Terms of Reference and membership for the Oversight Group is attached as **APPENDIX TWO**.

WIDER ENGAGEMENT

The development of the Building Forward Together Programme and the shaping of the final recommendations have been supported by ongoing engagement with a wide range of stakeholders within the voluntary and community sector as well as public sector partners. The purpose of this engagement was to ensure that the views and experiences of key stakeholders were integral in agreeing the final

recommendations and that there was an inclusive approach to the ongoing development of the Programme.

We have engaged with **70** voluntary and community sector groups and organisations through a range of different mechanisms. These have included contact via established communication networks, individual calls and briefings, presentations and discussion through existing groups and forums and the facilitation of three specific engagement sessions targeted at smaller community organisations, wider voluntary and community sector partners and representatives of local Black, Asian and Minority Ethnic communities.

Community Groups and Organisations – 3 March 2021

This session was attended by 17 groups and was focused on the views and needs of smaller community-based organisations, who had previous limited opportunities to engage in this way.

This engagement session demonstrated broad support for the Programme and the themes of the four Task and Finish Groups. In particular, attendees welcomed the focus on support and development for smaller organisations, specifically around a more joined up approach to grant funding, the development of new partnerships and collaborations, bid writing support and a new approach to supporting the development of volunteer opportunities in community settings.

Participants in this session also highlighted the need to develop a broader and more inclusive network of groups and organisations that would provide future opportunities for pro-active engagement between organisations as well as the public sector. They also identified a need to share information around their activity in a more joined up way.

Wider Voluntary and Community Sector Groups and Organisations – 10 March 2021

This session was attended by 15 groups and organisations who were provided with an update on the work of the Programme, and an opportunity to share their thoughts on the emerging recommendations from each of the four Task and Finish Groups.

Within this session there was a high level of interest in the recommendations around workforce, particularly opportunities to work creatively around secondments and apprenticeships and the development of a localized Common Purpose programme that would support cross sector partnerships around key themes and issues.

A proposed new approach to commissioning and procurement was also welcomed, particularly around infrastructure support to develop partnerships and collaboratives on a pro-active basis, rather than as a knee-jerk response to immediate funding opportunities.

There was broad support for the development of a new Citywide volunteering offer, which built on the current levels of volunteer activity linked to the COVID 19 response and recovery work.

This session also served to reinforce current good practice that was already taking place within some organisations and that in some cases there were already firm foundations to build on.

Voluntary and community sector groups and organisations also welcomed the opportunity to develop a strong, ongoing relationship with public sector commissioners which would be mutually beneficial. Groups and organisations were keen for commissioners to visit current projects, to provide them with a better understanding of the range of services they already provide and their impact on local communities. The idea of a proactive approach to new and emerging contract and procurement opportunities through regular engagement with public sector commissioners was also recognised as a positive recommendation.

Public Sector Staff Engagement – 16 March 2021

Whilst attendance at this session was relatively small, this was a useful opportunity to gain a perspective on future engagement with the voluntary and community sector from staff working within the public sector. It was recognised that there needed to be increased awareness of voluntary and community sector activity at Citywide, neighbourhood and thematic levels. Opportunities to create ongoing and more inclusive engagement mechanisms was also identified as a priority, particularly from a strategic perspective.

Black, Asian and Minority Ethnic Representatives – 12 April 2021

This session was attended by 9 representatives from Black, Asian and Minority Ethnic community organisations and was a valuable opportunity to gain a different perspective on the work of the Programme and the emerging recommendations. Representatives were supportive of the overall approach and welcomed the opportunity to work more closely with commissioners. There was overall support for commissioners visiting projects in order to gain a better overview of the work being undertaken and to better understand outcomes from the point of view of people using the service. The development of partnerships and collaborations was seen as a priority area in order to ensure that funding opportunities on a local, regional and national level were maximised.

The need to develop inclusive volunteering opportunities was raised, particularly for volunteers where English was not a first language. Participants welcomed the recommendations around workforce and leadership, with a particular emphasis on community leadership initiatives and the gap in leadership training and support for young people.

From a health inequalities perspective, the move towards increased digital ways of working was met with caution. Participants recognised that some members of the local Black, Asian and Minority Ethnic community were at risk of digital exclusion through access to devices and the internet and that there needed to be a blended approach to how services are accessed and delivered moving forward.

Black, Asian and Minority Ethnic community representatives were keen to become involved in future engagement and networking opportunities, recognising the value of working together as a key element in the delivery of the wider Programme.

Presentations around the development of the Programme and the work of the four Task and Finish Groups have also been undertaken with the following established groups and forums:

- Hull Strategic Place Board
- The VCSE Voice and Influence Partnership (VIP)
- NHS Hull Clinical Commissioning Group Board
- Health and Wellbeing Board
- The Integrated Commissioning Officer Board
- Hull Engagers Network
- VCS Communications Group

Information about the Programme and opportunities for involvement was shared via existing communication networks via Forum, Hull CVS, Hull City Council, NHS Hull Clinical Commissioning Group and the Office of the Police and Crime Commissioner.

There has also been interest in the development of this Programme on both a regional and national level as a good practice model of developing and delivering a widescale VCS transformation programme to support the future challenges around place-based working.

The list of groups and organisations who have participated in the engagement around the programme is attached as **APPENDIX THREE**.

The level of engagement from voluntary and community sector engagement in the development of this Programme and the recommendations within this report has been significant. This includes organisations who have not engaged or participated previously. There is clearly an appetite and a high level of interest in this work and a strong commitment from the wider sector to developing new and mutually beneficial relationships between organisations and public sector partners.

KEY OUTCOMES AND RECOMMENDATIONS

All four Task and Finish Groups have held a minimum of three meetings in order to shape the recommendations within this report. The ongoing commitment and support of the Co-Chairs and the members of the Task and Finish Groups and the Oversight Group has been significant in moving the Programme forward within the agreed timescales, especially at a time when there are other competing demands on people's time. The cross-sector membership and Co-Chair arrangements have worked well and members reported that they have enjoyed and benefited from the opportunity to work more closely with colleagues from other partner organisations. This has added additional value to the programme as it has achieved a greater understanding of perspectives from both sectors. We recommend that this style of working and co-production is used to facilitate future activity and engagement.

1. FUTURE COMMISSIONING, INVESTMENT AND SUSTAINABILITY

Intended Outcomes: Better commissioning, better services and more external investment in Hull.

Issues raised:

A need to engage the sector in future commissioning activity and contract opportunities was identified. There was a consensus that maximising social value to benefit the local economy and communities requires a better understanding across the public sector and VCSE.

New procurement rules need to reserve access to lower value contract opportunities by geographic area and/or organisation type to benefit and develop the social economy in Hull. It was also acknowledged that too many of the VCSE are not confident or proficient in the requirements to be contract ready.

Finally, sustainable grant funding that recognises the cost and value of services should be offered as many VCSE organisations subsidise activity from reserves. This can no longer be acceptable given the cliff edge many groups face at this time when managing increased demand, the COVID response and plans for recovery and less funding.

Recommendations:

- a) Establish a VCSE/Procurement Reference Group and use as test bed for developing improved approaches to commissioning and procurement across the public sector in Hull.
- b) Use the reference group to enable the VCS to influence the re-design of Hull City Council's Social Value work
- c) Facilitate a Peer Event to develop the Hull definition of Social Value across all partner agencies.
- d) Maximise new procurement rules - respond to consultation, use Reference Group to test art of possible and set KPIs regarding spend in VCS.
- e) Set up Procurement training sessions and develop a Procurement Passport with an annual review. Community organisations and Black, Asian and Minority Ethnic community representatives felt that alongside this they required additional support in terms of producing quality funding applications and understanding monitoring and reporting requirements which could be addressed via the Support and Development workstream.
- f) Agree consistent set of definitions and principles regarding good grant making across Hull's public sector partners, including how these can be made more accessible to a broader range of organisations. Understanding the barriers faced by organisations, specifically Black, Asian and Minority Ethnic communities, would allow current grant processes to be reviewed.

- g) Ensure full cost recovery within grants becomes the norm.
- h) Develop an inward investment suite of resources to attract more grant funding and other support for Hull's voluntary and community sector.
- i) Initiate more pro-active contact between commissioners and voluntary and community sector groups and organisations to enable them to visit projects, gain a better understanding of what organisations do and talk to users of services around outcomes and impact. Black, Asian and Minority Ethnic representatives felt that there was a general lack of understanding around their work within communities, which meant that opportunities to fund their activity were not being maximised by the public sector.

The outline briefing and membership of the Future Commissioning, Investment and Sustainability Task and Finish Group is attached in **APPENDIX ONE**.

2.VOLUNTEERING

Intended Outcomes: Residents of Hull can volunteer across a range of organisations, or one, with ease and with the right support and recognition

Issues raised:

There was a consensus that a joined-up approach where volunteers can be recruited into a programme which provides high quality best practice training, offers multiple opportunities across multiple organisations is a great way to generate and develop interest in volunteering.

It was agreed that the volunteering offer is more important than the recruitment mechanism. The volunteering opportunity and perceived experience needs to be attractive and rewarding.

Finally, barriers to volunteering need to be as low as possible. Digital inequalities have been exposed throughout the pandemic as well as language barriers and there is work around how to re-engage people who haven't been able to access services because of these barriers.

Recommendations:

- a) Ensure systems put volunteers at the centre, not organisations. Ask volunteers, what's important to them, what would support them, what rewards and recognition systems would be meaningful.
- b) Explore Volunteer passports and social CVs, providing opportunities for greater efficiencies and a more joined up approach via a volunteer passport. Any model to include the recruitment, retention and motivation of volunteers. Black, Asian and Minority Ethnic community representatives identified a

current gap in being able to provide meaningful and supportive volunteering opportunities for volunteers where English is not a first language.

- c) Establish a citywide multi organisational driving group overseeing the volunteer offer in Hull
- d) Explore a shared platform to create and hold a volunteer information. IT systems needs to be robust enough and will require investment
- e) Look towards allocating start-up funding as part of this to enable this foundation work to be undertaken (funding can includes financial support, resources as well as software)
- f) Examine national models of good practice and take parts that fit Hull i.e., Lancashire, Knowsley and Bradford
- g) Maximise the Corporate Social Responsibility within organisations either through hours or grants by proactively mapping and co-ordination
- h) Understand and agree a social return on investment definition/model and start to capture the true value of the volunteers in the City, making sure volunteers are not overlooked. This is more than a calculation of financial hours in kind, but also value to health/wellbeing, skills development and the impact of the wider communities
- i) Include engagement plans and equality impact assessments within any new developments to address the digital divide around equality and diversity
- j) Create a Terms of Reference specifically focusing on the many opportunities available across the city and developing a joint citywide strategy for delivery over the coming years. There needs to be commitment for key partners citywide with a cross organisational strategy to which funding will follow.
- k) Build on momentum started during the COVID community response a high-level principle document should be adopted by senior leaders and influencer across public sector and voluntary organisations. The need to retain and nurture those people who volunteered for the first time during the pandemic response is recognised as a priority, as is retaining the agile and flexible ways in which volunteers were recruited, trained and deployed through the pandemic. There is an opportunity to build on our strong COVID volunteering legacy across all partner organisations.

The outline briefing and membership of the Volunteering Task and Finish Group is attached in **APPENDIX ONE**.

3.WORKFORCE

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

Issues raised:

There was a consensus that staff and volunteers should not be viewed only within the context of organisations and roles, but as assets to the City as a whole, and that this needs to be a common vision across organisations and sectors. This shared approach encompasses practical issues such as recruitment and retention, training and shared resources and also aspects of organisational culture such as inclusive language, personal development opportunities and a willingness to adopt collaborative approaches.

There are clear interfaces with the Support and Development work stream in order to establish a clearer picture of the size and scope of the local voluntary and community sector. Additionally, this also links closely to the outcomes of the Volunteering workstream, with meaningful, quality volunteering opportunities being developed as part of a more joined up pathway that progresses local people towards future employment opportunities within the City.

Recommendations:

(a) Create a manifesto for Hull organisations to sign up to, including pledges such as

- We actively invest in our leaders
- We will develop a home-grown workforce
- We will recognise young people's talent
- We look after our staff's mental health and wellbeing

(b) Increase availability and visibility of opportunities to allow organisations to think better about succession planning. This includes a mapping exercise of existing roles, sharing information on jobs across organisations and doing 'a day in the life' videos, so that staff and volunteers can consider development across sectors. Resources/processes for this could sit in HR/partnership teams.

(c) Develop language so that opportunities that arise in organisations are accessible to all people and that encourages organisations to be more inclusive, (this would include job ads, job descriptions etc.). We felt that Touchstone in Leeds would be a good starting point for getting advice and support to do this <https://touchstonesupport.org.uk/>. This would allow all organisations to begin to meaningfully address current inequalities within workplace settings.

(d) Develop a way to share information around the different schemes that are available such as Kickstart. This could be led by a skills and employability forum for partnership working. Ideally a website to host this information for 'live' access would be beneficial.

(e) Utilise the apprenticeship levy monies better for the City. Link it to the manifesto – organisations not using their levy could transfer it to organisations that do want to use it. A committed partnership wide decision-making forum would need to be 'set up' to accomplish this, as transfer of levy will need organisational governance/authorisations.

(f) Develop opportunities for apprentices and young people involved in wider workforce initiatives to become involved in the development and delivery of different aspects of the Building Forward Together Programme. For example, young people involved in the Kickstart Programme could assist in the establishment and maintenance of a centralised VCS Service Directory.

(g) Make shared training opportunities more available across the city and develop mentoring and secondment opportunities. This is not easy but could be something that is developed by people on the Kickstart programme.

(h) Scale up HEY Confident Futures Programme (which focuses on leadership development in the voluntary and community sector) and link this to the development of a locally developed Common Purpose Programme. This would require proactive commitment from all strategic partners. It could also be linked to NHS Leadership Programme, Hull City Council Leadership and Management Programme and the external university programme (Future Leaders). A local Common Purpose Programme would provide an opportunity to bring together key stakeholders from across the partnership to develop a greater understanding of other sectors and to work together to look at developing new and innovative solutions to current challenges within the City. The development and facilitation of the Building Forward Together Programme provides a framework to support this activity. This area of work would require some element of resource. The potential of developing specific community leadership programmes for Black, Asian and Minority Ethnic community representatives and children and young people could also be explored via this recommendation.

The outline briefing and membership of the Workforce Task and Finish Group is attached in **APPENDIX ONE**.

4.SUPPORT AND DEVELOPMENT

Intended Outcomes: There is a shared understanding and agreement that a healthy, diverse and effective VCSE is a vital component of a healthy place and a shared commitment to supporting the sector to grow, thrive and engage

Issues raised:

(a) Sector support

The support and development needs of the VCSE are wide ranging and may include any or multiple of the following:

- Sector specific – governance, funding, volunteering, safeguarding, mediation, monitoring & evaluation, evidencing impact, asset transfer.
- Core business functions – HR, finance, IT, marketing, and accommodation.
- Skills & Capacity building – leadership, training, mentoring, networking, information, skills pooling/exchange, voice & influence, partnership facilitation.

Infrastructure support within Hull is currently unfunded, and so only brief or limited support can be provided, often at the point of crisis, resulting in the sector being at a preventable detriment. Whilst some needs can be met by leveraging in or extending provision from non-voluntary sector partners, there remains demand that can only be met by specialist and targeted support. There is a commitment in place by infrastructure organisations to work collaboratively to address needs, and a commitment from wider sectors and organisations is required to identify and contribute the extension of their existing initiatives to the VCSE.

There are clearly interdependencies with the commissioning, workforce and volunteering work streams in terms of organisational development and capacity, service delivery, skills and training.

(b) VCSE voice and engagement structures and connectivity with Public Sector

Current structures do not facilitate VCSE organisations to take on a more pro-active role in terms of representation and strategic decision making, nor is there a clear route for effective and inclusive engagement with the wider sector, or a means of effectively identifying the assets, strengths and needs of the sector. Additionally, there currently is no clear link between current structures and the evolving ICS landscape.

Potentially there is a need to have separate mechanism to support relationship building and collaboration between VCSE organisations, also senior level buy in and engagement from the public sector is crucial.

A greater understanding is required of what would encourage regular engagement by both Black, Asian and Minority Ethnic and smaller organisations, also further exploration of the required engagement structure, or range of structures (thematic, neighbourhood, or city wide) as not all VCSE have the same interests or priorities. Sensitivity and understanding will be required of how existing networks within the city such as the VCS Voice and Influence Partnership and the many other multi sector partnerships and Boards will be part of this approach.

There are clear interdependencies with the commissioning in terms of consulting and potentially co-producing with the VCSE, also the potential for social value leverages.

(c) Sector intelligence and datasets

There is currently only partial quantifiable intelligence about the sector, with limited means for effectively gathering or accessing this information, or being able to utilise

this to promote the city or attract investment. Specific shortfalls in intelligence include:

- Full composition and offer of sector
- Needs of the sector
- Gaps in provision
- Extent of partnerships and collaborations
- Investment in sector
- Economic contribution of the sector

There is the potential to link in to Humber, Coast and Vale strategic VCSE Leadership Group's activity and extract the Hull element relating to sector investment and sector economic contribution, to start this work. There are independencies with other Task & Finish work streams as all would benefit from improved data collection mechanisms and intelligence.

Significant work has already been undertaken around the development and use of a central directory of voluntary and community sector organisations and services, much of which has duplicated things which exist already. A single, centralised resource which can be utilised by all partners would increase awareness of the scale and scope of activity and allow better and more targeted engagement on both a geographic and thematic level.

Recommendations:

1. Sector support

A collaborative approach to sector support be developed, that resources and utilises the bodies who have the skillset to deliver direct support, as well as leveraging in wider initiatives and opportunities in to a more formalised offer. Preliminary supporting actions:

- Business case by infrastructure bodies as to where additional resource could more immediately impact.
- Identification of partner provision and initiatives that can be linked to an offer to the VCSE (e.g., HCC training, British Council Active Citizen programme).
- Consultation with VCSE on current needs, particularly in post Covid recovery.
- Progression of agreement from Microsoft, Phoenix and JADU to work with the Voluntary Sector on a comprehensive approach to Social Value and the use of ICT.

(b) VCSE voice and engagement structures and connectivity with Public Sector

A resourced and structured engagement mechanism is developed to:

- Understand the needs of the sector so that support and development mechanisms are most effectively provided.
- Build the strengths and capacity of the sector.

- Build awareness of the composition of the voluntary sector and develop recognition of the skills and capacity the sector has to offer.
- Identify gaps and also opportunities to address health inequalities and to meet strategic priorities at both Place and ICS level.
- Facilitate time and space to nurture relationships and collaborations between VCS organisations. Feedback from Black, Asian and Minority Ethnic representatives was that whilst they supported the principle of partnership and collaboration, they would require additional support in creating proactive relationships with other organisations.
- Provide an open and proactive conduit between the voluntary sector and public sector, which goes beyond consulting about commissioning, and is accessible to VCSE organisations of all sizes, particularly those organisations who currently have limited opportunities, including Black, Asian and Minority Ethnic community voices.
- Provide a more structured mechanism for nominating VCSE representatives to strategic and partnership boards, along with access to sufficient sector data and intelligence to ensure representative voice.

Such a mechanism requires resourcing to ensure momentum and engagement as well as commitment from Public sector leads to regularly attend and embed this engagement approach into working practices

Preliminary Supporting Actions:

- Development of a draft engagement framework and terms of reference.
- Consultation with the VCS to obtain greater understanding of their needs of such a mechanism.
- Testing of the model via discussions about the recommissioning of the Home Care and Extra Care Contracts and the development of Neighbourhood Plans

(c) Sector intelligence and datasets

Utilise CRM and open data sources opportunities to gather and centralise such data needs, with appropriate resource/mechanisms to maintain, with the Preliminary Supporting Action being to link to discussions with Microsoft/Phoenix/ JADU.

We also propose a review of existing mechanisms for sharing information around current voluntary and community sector activity and use this to explore the viability of a single, centralised resource which can be utilised by all partners. This could be linked to the proposed development of the sector wide CRM system. This area of work would require some element of resource.

NEXT STEPS

The Place Board is asked to note the progress of the development of the Building Forward Together Programme and the work of the four Task and Finish Groups in developing a series of recommendations for future action. These recommendations have been shaped through ongoing engagement with a range of strategic partners and form the basis of a transformation plan that will support the development of a new approach to working with the voluntary and community sector aligned to the emerging priorities for the City. These recommendations are designed to support the role of the voluntary and community sector as a strong and valued strategic partner, both in terms of future engagement and opportunities for future service delivery.

The development of the Programme has demonstrated that good practice already exists and this provides a starting point for turning key recommendations into tangible actions over the next year. Feedback on this work from all of those involved has shown energy, enthusiasm and commitment to continuing to drive this work forward. The appetite to think and work differently, understand different perspectives and sectors and develop a new shared approach to partnership and collaboration is our catalyst for change.

The Place Board is asked to:

- Note and comment on the recommendations within this report, along with the potential resource and investment implications attached to these.
- Agree that the Building Forward Together Programme continues and moves towards a delivery phase, based around the recommendations within this report.
- Agree that the Programme Oversight Group continues and works with the co-Chairs of the Task and Finish Groups in order to prioritise recommendations and actions to be undertaken over the next year. The Programme Oversight Group will continue to report into the Place Board in terms of progress and assurance on a regular basis.
- Agree that further work should be undertaken to identify potential resource to kick start the delivery of key actions, where necessary.
- Support the review of the membership of both the Oversight Group and the four Task and Finish Groups to ensure the wider participation and involvement of all Place Board partners.
- Agree to cascade information about the development of the Programme within their own organisations as a means of promoting ongoing participation and linkages.
- Note that the way in which this Programme has been developed and delivered, through cross sector working and ongoing wider engagement, provides a model of co-design and co-production which provides a tested framework for future working moving forward.

Jason Stamp - Chief Officer, Forum

Alison Patey - Public Health Consultant, Hull City Council

**HULL PLACE BOARD
BUILDING FORWARD TOGETHER**

Resetting the Relationship with the Voluntary Sector

Workstream	Commissioning, Investment and Sustainability
Public Sector Lead	Neil Daynes – Hull City Council
VCS Lead	Jan Garrill – Two Ridings Community Foundation

The 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 sector. As part of this the Task and Finish Group may want to consider the following:

- 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 in order to move away from a reliance on public sector contracts and small grants.
- Reviewing existing small grant provision in the City 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.
- Develop links to the Community Wealth workstream to look at how public sector partners can better invest in the local VCSE sector.

Once a series of recommendations and actions are agreed, the Task and Finish Group will be asked to prioritise these.

Membership

JJ Tatten	The Warren
Clive Darnell	Goodwin Development Trust
Catherine Bishop	Tigers Trust
Paul Robinson	Hull City Council
Joy Dodson	NHS Hull CCG
Gail Baines (Group Support)	Forum

HULL PLACE BOARD
BUILDING FORWARD TOGETHER

Resetting the Relationship with the Voluntary Sector

Workstream	Volunteering
Public Sector Lead	Mark McEgan – Hull City Council
VCS Lead	Lesley Thornley – Citizens Advice Hull and East Riding

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. As part of this the Task and Finish Group may want to consider the following:

- The current mechanisms for the recruitment, selection and training of volunteers within the City.
- 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 within the City.
- 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 the City.
- The opportunity to create a flexible and responsive volunteering model which can be mobilised quickly and efficiently in response to emerging needs.

Once a series of recommendations and actions are agreed, the Task and Finish Group will be asked to prioritise these.

Membership

Helen Grimwood	Hull CVS
Janine Crombie	Absolutely Cultured
Natalie Belt	Humber Teaching NHS Foundation Trust
Caroline Watson	Homestart
Jayne Dobson	Hull City Council
Matthew Wright	Office of the Police and Crime Commissioner
Emma Johnson	CHCP
Frankie Johnson	NHS Hull CCG
Beverley Woyen (Group Support)	Hull CVS

HULL PLACE BOARD
BUILDING FORWARD TOGETHER

Resetting the Relationship with the Voluntary Sector

Workstream	Support and Development
Public Sector Lead	Ian Anderson – Hull City Council
VCS Lead	Helen Grimwood – Hull CVS

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. As part of this the Task and Finish Group may want to consider the following:

- How the support and development needs of the wider VCSE sector can be better understood.
- How the support and development needs of the wider VCSE sector can be met in a collaborative and creative way.
- How appropriate and targeted infrastructure support can be used to achieve longer-term sustainability as well as acting as a driver for the development of new ideas and initiatives across the City.
- 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 experiencing difficulties.
- Increasing access to external funding opportunities.
- Developing partnership opportunities between organisations as well as the 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 Black, Asian and Minority Ethnic communities and community led initiatives.

Once a series of recommendations and actions are agreed, the Task and Finish Group will be asked to prioritise these.

Membership

Pippa Robson	Forum
Claire Thomas	Hull Community Church
Francis Ahiakpa	HANA
Tracy Harsley	Hull City Council

Matthew Wright	Office of the Police and Crime Commissioner
Lucy Flower	CHCP
Paul Rands	Humber Learning Consortium
Ann Clarkson	WINNER
Sharon Clay (Group Support)	Hull City Council

HULL PLACE BOARD
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Resetting the Relationship with the Voluntary Sector

Workstream	Workforce
Public Sector Lead	Shirley Sloan – Hull City Council
VCS Lead	Emma Dallimore – Hull and East Yorkshire Mind

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. As part of this the Task and Finish Group may want to consider the following:

- 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 Black, Asian and Minority Ethnic communities.
- Opportunities for joint training and workforce development across all sectors.
- Opportunities to review current recruitment processes and look at potential opportunities around secondments between organisations and sharing resources where appropriate.
- Developing links with the wider volunteering offer and apprenticeship opportunities.
- Developing the VCSE sector’s capacity and capability to be good employers in the City.
- Consider how the response to the COVID 19 pandemic can allow the VCSE sector to be a more flexible and agile employer.

Once a series of recommendations and actions are agreed, the Task and Finish Group will be asked to prioritise these.

Membership

Harriet Johnson	Two Ridings Community Foundation
Andy Crossland	Humber Learning Consortium
Sharon Gamble	Hull City Council
Michelle Alford	Hull City Council
Miriam Sykes	CHCP
Sally Barlow (Group Support)	Hull City Council

HULL BUILDING FORWARD TOGETHER OVERSIGHT GROUP
TERMS OF REFERENCE

This document forms the Terms of Reference for the Hull Building Forward Together 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 the City

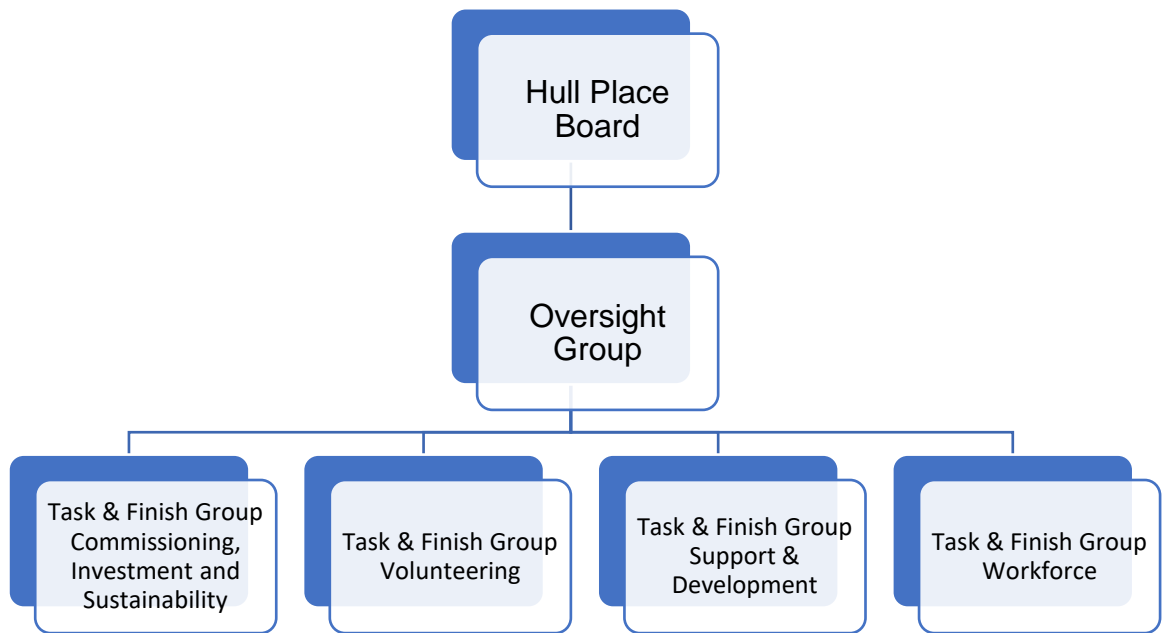
2. OBJECTIVES

To fulfil the purpose this group will be:

- Driving and facilitating the Building Forward Together programme
- Directly accountable to the Hull Place Board and provide progress updates on a bi-monthly basis
- Responsible for:
 - Agreeing the role and scope of the Task and Finish Groups
 - Identifying appropriate membership from all partner agencies, including the voluntary and community sector and public sector partners
 - Ensuring the needs of Black, Asian and Minority Ethnic communities and health inequalities are integrated across the Build Forward Together programme
 - Monitoring the progress of each Task and Finish Group and ensuring that any emerging issues and concerns are addressed at an early stage
 - Making final recommendations for action to the Hull Place Board in April 2021
 - Identifying actions to address any risks to successful implementation of the strategies

3. RELATIONSHIP TO KEY STRUCTURES IN THE CITY

Four formal Task and Finish 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 be co-chaired by senior voluntary and community sector and public sector representatives.

Name	Organisation	Role
Alison Patey (Co-Chair)	Hull City Council	Public Health Consultant
Jason Stamp (Co-Chair)	VCSE	Chief Officer, North Bank Forum for Voluntary Organisations Limited and Chair and Senior Responsible Officer for the HCV VCSE Leadership Programme

Ian Anderson	Hull City Council	Director of Legal Services and Partnerships
Cllr Hester Bridges	Hull City Council	Elected Member, Chair of Health & Wellbeing Board
Jan Garrill	VCSE	Chief Executive, Two Ridings Community Foundation
Ann Clarkson	VCSE	Centre Coordinator, Purple House
Erica Daley	NHS Hull CCG	Interim Chief Operating Officer
Sue Lee	NHS Hull CCG	Associate Director of Communications and Engagement
Mark McEgan	Hull City Council	Head of Service, Area and Neighbourhood Management
Tracy Harsley	Hull City Council	Assistant Director
Giles Bridgeman	CHCP	Head of PMO/ Communications and Corporate Services
Shirley Sloan	Hull City Council	Head of Learning and Development
Emma Dallimore	VCSE	Chief Executive, Hull and East Yorkshire Mind
Lesley Thornley	VCSE	Chief Executive, Citizens Advice Hull and East Riding
Helen Grimwood	VCSE	Deputy Chief Officer, Hull CVS
Sally Barlow	Hull City Council	Public Health Lead (Communities and Partnerships)
Sharon Clay	Hull City Council	Partnership Development and Engagement Lead

5. QUORUM

The meeting will be considered quorate when at least three members are present, including the Chair. Three members needed for a quorum must include representatives from both the public sector and the voluntary and community sector.

It is the responsibility of each Officer to send an appropriate deputy with the appropriate designated authority to make decisions if the principal member cannot attend.

6. REPORTING ARRANGEMENTS, OPERATION & ADMINISTRATION OF THE GROUP

The Group will initially meet monthly until the end of March 2021.

Organisation and co-ordination of meetings will be the responsibility of Public Health Hull City Council. Agenda and papers will be produced 5 working days in advance of the meeting.

7. DATE AGREED

October 2020

LIST OF GROUPS AND ORGANISATIONS

Organisations engaged with either by meeting attendance, information sharing or engagement event attendance:

Absolutely Cultured

Active Humber

Age UK

Artlink

Autism Plus

Avenues Action

Black, Asian and Minority Ethnicen

Borashabaa

Butterflies

CASE

Child Dynamic

Choices and Rights

Community Craft

Cornerhouse

Dove House

EMS

East Riding Voluntary Action Service (ERVAS)

Emmaus

Fit Mums & Friends

Goodwin Development Trust

Groundwork

Homestart

HU4 Community Group

Hull 4 Heroes

Hull Community Church

Hull Sisters
HULL & East Riding CAB
Hull CVS
HER Breast Friends
HULL KR Community Foundation
Hull Churches Home from Hospital
Hull Trinity Street Angels
Humber All Nations Alliance (HANA)
Humber Learning Consortium (HLC)
HCAS
Jubilee Central
Matthew's Hub
Men in Sheds
Methodist Homes Association (MHA)
MIND
Mires Beck Nursery
Neighbourhood Network
Parkinson's UK
Platform One
Pride
Rooted in Hull
Sight Support
SMILE
Solidarity CIC
Space 2b heard
St Mikes – North Hull
St Stephens Neighbourhood Centre
TLC
Tigers Trust
Timebank Hull and East Riding
The Children's University

The Freedom Stroke Club

The Warren

Two Ridings Community Foundation

Unity in Community

Vulcan

Victim Support

Welcome 2 English

Welcome House

WINNER (Purple House)