

What is the issue?	Why is this important?	What will we aim to do to tackle this?
<p>Commissioning & Procurement</p>	<p>Funding and commissioning has been highlighted as a key issue facing VCSE organisations across the region.</p> <p>Key issues include:</p> <ul style="list-style-type: none"> ● Short term grant funding rather than long term funding creates instability and uncertainty within the sector. This makes long-term planning, investment in capacity, and staff retention extremely difficult for the sector. ● Procurement legislation can hold back commissioners the ability to innovate and be more “risk taking” ● Tendering processes are frequently complex, lengthy, and resource-intensive. This is sometimes disproportionate to the scale of funding available. This disadvantages smaller, local VCSE organisations who lack capacity to apply for the tender. ● Short timeframes for commissioning and bids, which creates a disadvantage for VCSE organisations to participate effectively, and favours larger and sometimes national organisations over more local VCSE organisations ● Payment timelines and contract awards can lead to lack or late payment, despite an organisation continuing or starting delivery. For those with ongoing renewable contracts, VCSE have previously been 	<ul style="list-style-type: none"> ● Co-produce a commissioning framework with ICB and ICS colleagues to embed social value, social impact within commissioning principles that will help highlight the wider impact of commissioning VCSE organisations within the region. ● Develop clear guidance and best practice to highlight the best way of commissioning to support the VCSE sector within the system. ● Work with commissioners and procurement colleagues to look at how we manage innovation and procurement legislation. ● Create a mechanism for highlighting ongoing best practice and an accountability forum to support commissioners to deliver best practice and resolve issues, barriers and highlight provider concerns

	made aware of outcomes at a late stage, which can make staff retention and quality delivery difficult.	
Lack of knowledge and awareness of the VCSE sector, its work and impact across the region	<p>The VCSE sector is a diverse and vital sector that delivers essential services to support communities. The amount of individual organisations and a wide range of thematic workstreams often makes it challenging for ICS colleagues to fully grasp the breadth of its work and the impact it has within our communities.</p> <p>This can lead to outcomes such as the duplication of work, missed opportunities for effective partnerships, and a lack of understanding of the specific groups of people they aim to support.</p> <p>Without the support and integral involvement of the VCSE sector, the ICS will find it difficult to operate in an integrated way, achieve meaningful co-production, and successfully deliver on strategic objectives like the NHS Long Term Plan.</p>	<ul style="list-style-type: none"> ● Create a report to highlight the importance and work of the VCSE sector within the region. This will include data, case studies, impact reports linking to key priorities and highlighting return on investment. ● Guidance on how to work with the sector and key principles for ICS staff, Chairs, Senior Leadership and NEDs ● Develop training and awareness sessions that can be delivered to senior leaders and commissioners. ● Provide regular engagement sessions for the ICS with the VCSE sector, to facilitate conversation on key themes, workstreams and issues.
Sharing Data and Embedding VCSE Data for decision making	<p>There is a wealth of data from across the system, however often within decision making, the data held by VCSE organisations is not considered, which means that insights and invaluable quantitative and qualitative data is missed. The ability to embed and compare VCSE data alongside data from other ICS partners, will help provide a richer picture of issues and trends, as well as helping to identify potential solutions.</p>	<ul style="list-style-type: none"> ● Provide VCSE colleagues access to data dashboard developed by the ICB to support in VCSE decision making. ● Embed VCSE data into key data sets and align this with key workstreams, to provide better picture of the needs of community. ● Support guidance on how VCSE data can

	<p>The VCSE sector would gain great insight from being able to access the wealth of data held by ICS colleagues, which could be used to help identify gaps in provision, help with service design, as well as utilise in funding bids for external funders. Currently access to data is limited and requires data sharing agreements or specific systems to access.</p>	<p>support decision making away from clinical based data, and push towards prevention agenda.</p> <ul style="list-style-type: none"> ● Allow VCSE data to be utilised in decision making.
<p>Mechanism to engage with the VCSE sector on key workstreams and innovation and embed VCSE sector into decision making bodies.</p>	<p>The VCSE sector can provide a wealth of knowledge and expertise to help co-produce delivery and innovation to meet the health and care needs of the population of Norfolk and Waveney. Currently there is a lack of a specific mechanism which allows colleagues from across the ICS, and this results in engagement being different across thematic schemes, often based on historic relationships between the ICS and VCSE sector.</p> <p>It is vital that we can integrate the voice of the VCSE sector into workstreams, to help provide greater services for our population. This can also help better integration across the system in regards to utilising community assets and reducing duplication of services.</p>	<ul style="list-style-type: none"> ● Develop a space for VCSE to highlight opportunities and share ideas. ● Highlight key VCSE forums and networks for ICS colleagues to be aware of ● Commissioners attend key thematic VCSE forums, to understand the work of the sector and use it as a way of engagement. ● Embed VCSE reps in key decision making working groups - meaningful representation, rather than sign-off boards and committees. ● Map relevant key decision making bodies, to highlight where VCSE expertise could be utilised; this includes New Hospitals workstream, Norfolk Group Acute Model, NHS 10 year Plan delivery, Integrated Neighbourhood Teams and Place based work.
<p>Develop clear communication mechanisms with the VCSE</p>	<p>It is vital that the VCSE Assembly is open and transparent, being clear about its work and its</p>	<ul style="list-style-type: none"> ● Have a newsletter each month to highlight

sector	<p>aims to support the sector. The engagement of the wider sector with the VCSE assembly should be simple, easy and allow for a two way feedback loop. The VCSE Assembly should also help to be transparent about its action plan and progress, as well as work alongside ICS colleagues.</p>	<p>updates</p> <ul style="list-style-type: none">● Regular updates of web page to make sure information is correct● Have a webpage showing steering group members, which meetings they attend and forums they are associated with.● Have meeting notes on webpage and included in newsletter● Action plan on webpage● Dedicated page to engagement events, with clear details on how to engage with these events● Have a mechanism annually to gauge the voice of the wider VCSE sector which will support the direction of travel for the VCSE assembly
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