

# Norfolk and Waveney **VCSE** Assembly

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## NEW STRATEGY GROUP MEMBERS

The Voluntary, Community, and Social Enterprise (VCSE) Assembly is seeking to strategically strengthen and diversify our Strategy Group. As highlighted in our October 2025 webinar, the current pace of change within the Integrated Care System (ICS) demands that we move beyond general representation to bring in individuals with targeted, expert knowledge. You can see an overview of the VCSE Assembly, and the make up of the Strategy Group within this pack.

The Strategy group currently meets virtually once a month for 1.5 hours. Members are not remunerated for their time, and this role is voluntary. We envisage that the Strategy Group may move to Bi-monthly meetings from April 2026.

We are looking for leaders who can help us deliver our ambitious action plan, build robust partnerships, and ensure the VCSE sector is at the heart of system transformation.

The health and social care landscape is undergoing massive change:

**ICS Transformation:** Following the government's widespread changes in March 2025, the new Norfolk and Suffolk Integrated Care Board (ICB) will become a legal entity in April 2026. This transition involves a staff consultation, a proposed new staffing structure, and the development of critical 5-year commissioning intentions.

**Acute System Integration:** Norfolk has unified its acute hospitals under a single leadership structure with the new Acute Group Model. This demands strategic VCSE engagement.

**National Mandates:** The new NHS 10-Year Plan highlights the need for profound community voice and co-production of commissioning and services, especially through neighbourhood working.

To effectively navigate these changes and build a truly equitable system, we must bring in specific expertise that directly supports our partnership with ICS colleagues and informs our workstreams.

We are looking for two new advocates:

- Acute Hospitals Lead
- Co-Production Lead

## 1. Acute Hospitals Lead

This role is to help the VCSE Assembly have a better understand of the Acute hospital system, and help integration of VCSE within this area.

Skills, Knowledge and Experience:

- You understand how the acute hospital system works and have experience working with leaders from the acute hospital system.
- You have experience in a senior role with a VCSE organisation.
- You can look at the "big picture" of the hospital system and explain what it means for the VCSE Assembly and the people we support, as well as how the VCSE sector can be a vital partner in the work of acute hospitals.
- You're comfortable talking to and influencing senior leaders in the NHS.
- You are passionate about delivering the best health and wellbeing outcomes for the people of Norfolk and Waveney.

## 2. Co-Production Lead

We need an expert in authentic engagement with people and communities, who can help support the VCSE Assembly and wider ICS to support engagement and co-production across our system.

Skills, Knowledge and Experience:

- You have a understanding of how to actually do "co-production"—not just talking to people, but truly involving them in designing services.
- You have a track record of leading projects where you've brought together the public, service users, and the people who buy services (like the NHS or local council) to create something better.
- You can talk to anyone, from a local resident at a coffee morning to a Chief Executive at a board meeting, and make sure everyone feels heard.
- You know why it's so important to listen to community voices at a local level, as highlighted in the new NHS 10-year plan.
- You are passionate about delivering the best health and wellbeing outcomes for the people of Norfolk and Waveney.

### **Requirements for the Role:**

- Attend VCSE Assembly Strategy Group meetings on a monthly/bi-monthly basis. These meetings will not be remunerated.
- Where advocating on behalf of the VCSE Assembly, or attending meetings outside the VCSE Assembly Strategy Group, remuneration will be applicable, paid at £150 per meeting.

The posts will be appointed through an VCSE Assembly Board. This may include an interview process, in which details will be shared with candidates after application, if appropriate.

A transparent approach will form part of the appointment procedure to ensure effective management of conflicts of interest.

Please submit your expression of interest by 12pm on 19<sup>th</sup> January 2026 by providing the following information on email to: [nwicb.vcseassembly@nhs.net](mailto:nwicb.vcseassembly@nhs.net)

A comprehensive CV - no more than two sides, to reflect your key competencies and experiences in response to the role.

A supporting statement that sets out why you are interested in the appointment and how you meet the skills, knowledge and experience - no more than two sides of A4

If you'd like to speak to a member of the VCSE Assembly Board for an informal and confidential discussion about the role please email [nwicb.vcseassembly@nhs.net](mailto:nwicb.vcseassembly@nhs.net)

Values and Behaviours aligned to this role:

<b>Value</b>	<b>Behavioural Expectation</b>
Partnership & Collaboration	Actively promote multi-agency working, seeking consensus and representing the diversity of the VCSE sector, not just their own organisation's interests.
Integrity & Trust	Maintain confidentiality where required, be transparent in decision-making, and be an honest broker between the ICS and the VCSE sector.
Inclusion & Equity	Champion approaches that reduce health inequalities, proactively bring forward perspectives from underserved communities, and challenge non-inclusive practices.
Influence & Accountability	Use expertise to constructively challenge existing policies, hold the ICS to account for genuine engagement, and report back clearly to the VCSE Assembly on progress and decisions.

# VCSE Assembly

## VCSE Assembly Board

- VCSE Assembly Chair
- VCSE Assembly Vice Chair
- ICB
- Local Authority

- Co-produce system action plan that mitigate risks to sector and build on embedding sector within ICS strategies
- Accountable to VCSE Assembly Strategy Group

## VCSE Assembly Strategy Group

- VCSE Assembly Chair & Vice Chair
- VCSE Representatives

- Strategic oversight of VCSE Assembly Board agenda and action plan.
- Provide “voice” of sector to drive action plan and delivery
- Highlight key risks, issues or barriers
- Support chair with advocating for sector within ICS

## VCSE Assembly Membership

- Any VCSE organisation

- Opportunities to engage with working groups and activity that will be shared via newsletter
- Work of the VCSE Assembly Board and Strategy Group shared transparently

## VCSE Assembly does:

### Communication and Engagement

- Newsletter
- Webinars
- Events

### Influencing and Culture Change

- Advocating for the sector
- Highlighting where VCSE sector can deliver the best health and wellbeing outcomes for our community
- Building relationships with ICS to drive better understanding of sector
- Provide advice and support/facilitation to work with VCSE organisations

### Policy and Practical Change

- VCSE Assembly Action Plan - VCSE sector co-producing with ICS colleagues via working groups with outcome

## VCSE Strategy Group

VCSE Chair  
VCSE Vice Chairs (starting in April 2026)  
ICB VCSE Board Member  
ICB VCSE Finance Committee Member  
Empowering Communities Partnership Representatives  
Later Life Network Representative  
Mental Health Forum Representative  
Children's and Young Persons Alliance Representative  
Research and Innovation Lead  
Health Inequalities Lead  
Acute Hospital Lead  
Co-production Lead