

Shared Ambition – Plan

Introduction & Background

This is a consultation version of the Action Document which forms part of the Shared Ambition development process.

An original draft was developed using outputs from the second cross-sector Shared Ambition Workshops, co-developed problem definition statements, as well as broader feedback received from across the sectors. This document puts the solutions identified as part of these discussions into a set of actions. It is now being distributed more widely to seek further feedback.

The final document is designed to be signed up to and adopted by members of all sectors. We will be exploring an appropriate sign-up process. It is also intended to provide an initial workplan for the VCSE (voluntary, community and social enterprise) Assembly.

This 'Plan' document is designed to sit alongside a 'Principles and Behaviours' document bringing together the commitments and acknowledgements deemed necessary to bring about our Shared Ambition.

In drafting the Plan, emphasis has been placed on identifying clearly defined programmes of activity that will deliver the greatest level of impact.

Priority Areas

The priority areas

- **Equal partnership:** Support for the development of a culture, behaviours and processes that are consistent with whole system working and that recognise the VCSE sector as an equal partner within our health and social care system.
- **Sustainable resources model:** A model of resourcing that ensures VCSE services that support the system's effectiveness are resourced in a sustainable, effective and efficient way. A commitment that delivery models understand the externalities they create and recognise the resource transfers necessary to compensate for these.
- **Digital integration:** An approach to digital integration that is inclusive of VCSE organisations and seeks to enable the best use of digital tools across the system as a whole, with a focus on enabling integrated working for our teams.
- **Data sharing:** The commitment to sharing operational and intelligence data appropriately and effectively, within information governance protocols, across the sector and organisational boundaries. The creation of the governance and technical capability to achieve this.
- **Consistent evidence and evaluation:** The identification of a consistent set of evaluation and evidence tools recognised by both sectors and used across organisations consistently in order to reduce reporting demands, support comparable results and enable stronger evidence led delivery.

Specific Actions

Through the Shared Ambition development process a number of specific actions have been identified. Based on feedback within the workshops these have been segmented into the ten highest impact actions as well as a range of other items.

Top 10 high impact Actions A VCSE Commission Strategy

Summary

The creation of a VCSE commissioning strategy jointly across NHS and Local Authorities is aimed at developing consistency as well as addressing some of the key challenges faced by commissioned VCSE organisations. It aims to align commissioning practice towards supporting our Shared Ambition. This action is linked with the concept of an improved commissioning process but is focused on the strategic approach and consideration to wider market development alongside individual opportunities.

Intended Impact

Ensuring the VCSE sector is sustainably resourced in relation to commissioning activity. Allowing VCSE organisations to plan and invest in workforce and back-office. Support better working relationships.

Key Deliverables

Based on feedback key deliverables within the strategy include:

- Flexible commissioning models built on outcomes not activity.
- 3-5 year contracts
- Investment in workforce and back-office
- Annual inflation costs built into all commissioning activity.
- Forward timeline of commissioning opportunities
- An improved commissioning process
- Investment in grassroots activities as part of market development
- Implementation of the strategy in a timely way.

System-wide data sharing agreement

Summary

The creation of an agreed framework that supports the legal, governance, policy and practical elements of data sharing between the VCSE and Public Sector. This is designed to enable appropriate sharing of data to support operational effectiveness, delivering a more integrated and high-quality experience to our clients. It is also designed to support strategic planning, by enabling the sharing of data to support a more holistic intelligence picture. It aims to provide a visible and consistent approach to reduce the time all partners spend in attempting to address data sharing needs.

Intended Impact

Improved sharing of data to support operational integration and client experience and care. Improved sharing of data to support strategic planning

Key Deliverables

- Framework that provides 'off the shelf' solution to data sharing scenarios

- Better understanding of the types of data supported, locations, and restrictions.
- Appropriate access to client data to a level that supports delivery activity.
- Training to support correct understanding of data and patient information.
- Appropriate access to data that supports detailed strategic planning.

Improved commissioning process

Summary

Development of an improved and standardised general commissioning process. This should ensure a more consistent approach and set clear guidelines that enable good practice approaches to engagement, outcome-based service commissioning and consideration of wider anchor institution/ social benefit outcomes.

Intended Impact

Better commissioning outcomes. Improved relationships between commissioners and VCSE organisations.

Key Deliverables

A standardised general commissioning process that should include:

- Effective engagement and co-production guidelines
- Support for collaborations with smaller organisations
- A person centre outcomes model
- Social value in contracts evaluation criteria
- The option of submitting a Real living wage price for the contract

Structured Workforce Exchange Model

Summary

The creation of a structured secondment model where VCSE organisations could access mid-career public sector Managers and second them at a VCSE pay rate with the difference being met by the system. The VCSE organisation would gain a more experienced connected Manager with the individual experiencing greater autonomy and development opportunities earlier. Shorter-term shadowing and work experience opportunities should also be included.

Intended Impact

Enhanced skill development for Managers and leaders. Better cross-sector understanding. Improved management capacity for VCSE organisations.

Key Deliverables

- Secondment support budget
- Structured programme and application process
- Shorter-term work shadowing and experience programme

Allocation of system spend to prevention

Summary

A percentage of the total system spend is allocated to be spent on prevention as part of a ring-fenced investment. This may start off small but increase with time and impact. The use of the budget is designed to be supported by an investment mechanism that embodies many of the relationship and ways of working principles in our Shared Ambition.

Intended Impact

This will support a meaningful shift towards prevention outlined as a priority in all major strategies. This is also intended to increase confidence that statements about a strategic shift to prevention are being accompanied by meaningful action. The creation of a mechanism of investment that embodies many of the relationship and ways of working principles

Key Deliverables

- A designated prevention investment budget
- A good practice method of allocating this investment

VCSE Support Unit

Summary

This would focus on the creation of a dedicated team of people available to VCSE organisations principally to support data management, analysis and evaluation activity. In other sectors commissioning support units or business intelligence units support delivery. VCSE organisations do not operate at this scale but have similar needs.

Intended Impact

Improved use of VCSE data across wider system working. Improved capacity for VCSE organisations to access data insights and evaluate effectively.

Key Deliverables

- Central team that is accessible to VCSE organisations to support data analysis and evaluation
- Collective source of aggregated VCSE data

Quality assurance

Summary

The creation of a systemwide quality assurance system for VCSE organisations. This should build on existing quality standard initiatives within the VCSE sector. It should also operate proportionally to the scale of organisation and level of risk posed by the activity. Importantly it should provide clear benefits to VCSE organisations and could be aligned to the ability to access the system-wide data sharing agreement or allocation of system spend to prevention.

Intended Impact

Support VCSE organisation to improve service and organisational quality. Enable public sector organisations to be assured of organisational quality in partnership and sharing arrangements.

Key Deliverables

- Clear set of standards in key areas building on existing quality initiatives
- Support programme for organisation seeking accreditation
- Accreditation and surveillance process

Mutual understanding education programme

Summary

The creation of a set of training and reference materials that support a better understanding of each sector. This should include elements focused on commissioners as well as operational staff. It should aim to support understanding of the VCSE sector as well as aspects covering understanding and navigating the public sector system.

Intended Impact

The intended impact is to create better mutual understanding therefore leading to more positive relationships. The aim is also to make day to day navigation of partner interactions more streamlined.

Key Deliverables

- Guide to the VCSE sector
- Guide to the NHS & Public Sector
- Key contact information or routes to discussions available
- Training programmes available
- Work shadow and visit opportunities.
- Participation in core elements of the education programme should be a requirement for the induction programme for all staff.
- Regular refreshers should be required for key staff

Develop a Collective Impact Model & Evaluation in one or more areas

Summary

A Collective Impact Model is a commitment by a group of organisations to focus impact on a common agenda, incorporating a shared measurement approach, mutually reinforcing activities, continuous communication and backbone support. It is designed to enhance social impact by building a coordinated approach and improve evaluation through recognising the multi-dimensional nature and at-scale requirements of any meaningful social change usually preventing effective single organisation approaches.

Intended Impact

This is aimed at delivering both meaningful change on key social issues, piloting better collaborative working as well as improving overall approach to impact measurement.

Key Deliverables

(Taken from Standard Social Innovation Review research)

- Common Agenda – All participants have a shared vision for change including a common understanding of the problems and a joint approach to solving it through agreed upon actions.
- Shared Measurement – Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
- Mutually Reinforcing Activities – Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action
- Continuous Communication – Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivations.
- Backbone Support - Creating and managing collective impact requires a separate organisation with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies.

System research and development strategy

Summary

The creation of a system wide research and development strategy to identify better systemwide mechanisms for bringing about improvements in ways of working. This would also form the basis on an investment plan to move upstream on responding to any short-term funding opportunities. It should provide a coherent process to identify, test, evaluate and scale opportunities for innovation and improvement.

Intended Impact

The system has a coherent way of supporting continuous improvement and the development and roll-out of good practice solutions. The system can align short term funding opportunities to our long-term goals.

Key Deliverables

- Mechanisms to bring forward new ideas, testing, evaluating their effectiveness with a clear route to onward scaling/rollout.
- There is a mechanism for sharing systemwide knowledge on good practice
- A range of potential solutions that align to our long-term goals are identified ready to take advantage of short-term funding opportunities

Comment; A range of concerns were expressed around innovation for innovation's sake as well as a contradictory attitude to higher risk which is inherent in innovation. This has therefore been framed as research and development. It also references other issues in terms of how to make better use of more ad-hoc external funding maximising the system value

Other actions

- Rent excess public sector estate to VCSE sector at reasonable rate
- The creation of a system pot for workforce development accessible to the VCSE
- Making more contract performance and other data available through a shared access portal
- Process of pay and condition bench marking and equalisation between the sectors
- Shared backroom support for ICT
- An agreed set of data evaluation and measurement methodologies that are used consistently.
- Workforce plan for the VCSE sector as a career destination for VCSE health and care to include volunteers
- Cultural change programme for the system looking at how we create a more effective systemwide culture
- Sharing the back office and resources
- Shared digital library of best practice from across the UK so that we learn from success and learnings elsewhere.
- Programme of support to help smaller organisations improve their monitoring and evaluation

Common Outcomes

In a number of instances solution development identified outcomes without a clear set of actions to achieve these. These are captured below to support an outcome focussed approach, support evaluation and facilitate further development work.

- Recognition of the broad range of income and investment that the VCSE sector brings to the Norfolk and Waveney economy
- Ensuring the VCSE sector has the skills for their own needs and to support others
- The creation of a true person-centred outcomes model
- An agreed set of data evaluation and measurement methodologies that are used consistently.
- The creation of an agreed system cost and evaluation model

Raw Workshops Output

These are a record of outputs from the shared ambition stage 2 workshops. Number in brackets is votes from initial workshops. Indents are comments on original ideas

Sustainable Resourcing Model

(23) A joint commissioning strategy that ensures:

- 3-5 year contracts but with flexibility
- Investment in workforce and back-office
- Inflation costs increase annually

(16) The allocation of a system-wide percentage spend into a ring fenced prevention pot, starting low and increasing with time.

Should all collaborations/commissioning have requirements to look at prevention. Needs to be more transparency on measures within the system and how VCSE can support these in partnership.

Agree - but this would need to have some kind of strategy/framework without it in order to prioritise this resource

I would perhaps go further than this - should we not be embedding a preventative element into all commissioning, rather than identifying a separate pot of investment

(14) Commissioning of contract that require partnerships/ collaborations that involve smaller organisations

and some help to coordinate bringing them together - often a resource heavy exercise and often not paid part of contract

the integration of professional standards into the service specifications as part of commissioning.

(10) Increased use of Social Value in contracts

would like to explore Anchor institutions approach

(6) recognition of the broad range of income /investment that the sector brings to the N&W economy

would this be included in the 'system-wide' % spend into the prevention pot?

(5) The creation of a system innovation pot of funding that all partners have a clear accessible route to

Agree, defo need more R&D and access to pilot models as new theory or collaborations come out.

would VCSE look to contribute to these pots in some way too? may support equal partnership

Connection with the corporate/business sector and Trust/Foundation for to add to the out

(5) Rent excess Public sector estate to VCSE sector at reasonable rate

(3) The creation of a system pot for workforce development accessible to the VCSE

Shared training across wider system for shared skills and behaviours

I wonder whether, given the limitations of commissioners that have been suggested in terms of knowledge, whether some resource needs to go into increasing commissioner knowledge and understanding?

or pooled arrangements for reciprocal training/dev support using skills across the sectors- we offer you IG training/we offer you coproduction training in return etc etc

A sustainable offer that meets the needs of social enterprises and would-be social enterprises

Process of pay bench marking and equalisation between the sectors

And conditions

Digital Integration

(5) Making more contract performance and other data available through a portal

(3) A bit wider than digital, but how do we take advantages of technological innovation into our local delivery. Piloting of new tech etc. Should this be part of all strategic plans/commissioning?

(2) Shared backroom support for ICT

Ensuring the sector has the skills for their own needs to support others

Automating to save time/resource

Data Sharing

(19) Creation of a system-wide data sharing agreement that would give VCSE organisation a model for accessing client data and an understanding of the mechanism to do this.

A combined commissioning and quality assurance framework agreement to create a set of trusted VCSE providers

Support for VCSE who may need help making sure their data systems are robust enough for collaboration

how can we better share and capture community level intel and ensure this is used to inform priority setting

Consistent Evidence and Evaluation

(18) Improve the commissioning process to allow for a more genuinely co-produced experience

Commissioners need a better understanding of co-production and how they can be supported to undertake this - this comes down to workforce development

(13) VCSE support unit - As VCSE organisations we need access to high quality data analysis. As a wider system we need access to high quality data that gives us the fullest possible picture of demand, need and capacity to enable us to make the most well-informed decisions. At the moment VCSE organisations do not have the capacity to deliver, the support unit would be a shared resource aimed at providing this.

The creation of a collective evaluation and business intelligence team across the VCSE sector

Do we need a VCSE specific business intelligence team - or a system wide intelligence team that includes VCSE?

Norfolk Insight?

(12) We should look at the person outcomes and model, not let money drive the solution.
Ensuring these look at ST/ MT/ LT outcomes (*assumed to mean short medium and long term*)

(9) Creating a model of collective impact measurement across the sectors

ensure the collective impact measures allow for an understanding of the challenges in recognising health outcomes and the upstream link to prevention focus

(6) Co-production of service spec, through to co-production of evaluation.
and including people who use services

(4) An agreed set of data evaluation and measurement methodologies that are used consistently.

(4) Programme of support to help smaller organisations improve their monitoring an evaluation

(3) Shared evaluation service to bring cost savings and common set of evaluation techniques across projects

(3) Should our evaluations be as widely circulated in VCSE land as academic papers - so we can all learn of each other in view of approaches, outcomes, resources and skills etc.

(3) The creation of an agreed system cost and evaluation model

(1) How can we maximise local expertise, such as the UEA and Norwich Research Park to provide strong evidence based partnerships with local delivery.

Full impact management support rather than only impact measurement

Shared digital library of best practice from across the UK so that we learn from success and learnings elsewhere.

Equal Partnership

(18) The creation of a structured secondment model where VCSE organisations could access mid-career public sector managers and second them at a VCSE pay rate with the difference being paid elsewhere. The organisation would gain a more experienced/connected manager with the individual experiencing greater autonomy and development opportunities earlier.

(12) Creation of a systemwide quality assurance framework for VCSE organisation. The model would be aimed at giving assurance to VCSE organisations. In return would give VCSE organisation access to data framework, funding pots etc.

(11) Commissioner education programme aimed at supporting commissioners around engagement, model development and understanding VCSE sector.

(10) The creation of a work shadowing / job swop / exchange programme that helps build understanding of different roles and perspectives.

or could we have 'mentors' in other sectors eg commissioner has a VCSE mentor that can help provide challenge/insight from a different viewpoint on a more ongoing basis?

(8) All tenders should include the option to include a real living wage based budget

(5) Open transparency of the business case and target system outcomes and success factors. Often we have to bare all as VCSE, but Health/Social care outcomes are opaque. This would enable a more equal partnership.

(3) VCSE education programme by Commissioners around motivations, priorities and system changes

(3) Cultural change programme for the system looking at how we create a more effective systemwide culture

(3) Beginners guide to the VCSE sector to cover an overview of the sector, how the sector is made up, the business models within the sector and some key elements of working effectively with sector organisations.

Opportunities for work placements across the wider systems to improve understanding (both directions)

Agree - but this needs to be both ways - the VCSE would perhaps benefit from a better understanding of the wider system too, to better understand priorities and pressures beyond what is immediately obvious.

(3) Continues to make system leadership and joint training opportunities made accessible to the VCSE sector wherever possible. Need to increase notice and visibility of these opportunities

(1) Joint mechanism for agreeing priorities

Creation of a mandatory induction training model that support system awareness and understanding of sector perspectives/differences

workforce plan for the sector as a career destination for VCSE health and care to include volunteers

Sharing the back office and resources - to ensure each organisation has the right people on the bus and in the right seats to be effective. What can the larger 'anchor' organisations provide?

System wide ring fenced prevention pot

Problem - stops the pressure on the acute end of the health system

Problem - lack of system-wide investment into prevention

Outcomes - Allow for innovative solutions

Outcome - way to help us jointly tackle inequalities

Next steps- need to establish a shared set of outcomes

Next steps - defining prevention, efficacy, business case for investment

Next steps - Identify practice within other ICS

Next steps - Make this a priority agenda item for the new VCSE Assembly

Next steps - Build prioritising prevention into the role of the Assembly

Next steps - explore use of NHS Charities Together funds to test approaches

Pilot prevention work that can be scalable

Explore Better Care Fund - Nick Clinch

Next step - has to be the development of a shared strategy/framework so that we can align investment across the system and identify priorities (test and learn)

Systemwide quality assurance for VCSE

Creation of a systemwide quality assurance framework for vcse organisations. the model would be aimed at giving assurance to vcse organisations. in return would give VCSE orgs access to data framework/ funding pots etc

Helps commissioners and service providers. s. Gives VCSE something to aim towards to provide reassurance for commissioners and other stakeholders including service users/ signposting from other orgs

Incentive - a part of something that is recognised and the whole system have faith in them as an organisation and support them with applying for funding.

Provide consistency across VCSE organisations. Confidence in the quality of the service and organisation governance.

To have a joined up governance / assurance structure that everyone has buy-in so they are willing and confident to sign up. Offer support to work towards group

Challenges: - Getting buy in from all organisations/ resourcing/ providing intensive support/ Incentive for them/ What is correct or relevant now may not be correct in 3 months time

Consider involving all partners/ sectors not just VCSE - to develop framework.

Have a look at/ research other frameworks to help with developing such a thing e.g. Do Community Action Suffolk have something/ developing similar? Could look at Matrix standards/ advocacy etc

Data Sharing

GDPR has paralysed us - need better understanding, less risk averse, eg NHS policy is not the law but treated by NHS as if it were

need to understand what data, how we share, who we share with so complex

sometimes we miss the point of the data - so we cannot join up the dots. - knowing what data is available allows us to paint a better picture of wider story

better understanding of data across all services/systems makes for better service

need more collective decision making and choice and this will help

start with a small service area and see how it could improve outcomes and expectations

data without analysis is useless

capture of data is very time consuming - need to make sure we only collect what we need not everything just in case

data sharing can help focus targetted activity eg covid data drove messaging to communities

need data audit - who holds data now, also measure data confidence

avoid being selective about the data we will look at - need to sometimes look beyond what we know or what fits our organisation needs

quality of data is very important and all parties need to be able to capture data accurately and on time

Public Health provided data info for covid and a dashboard process has been used to make it accessible - these are to become interactive spaces - lessons can be learned from this

simplicity of data collection is important - too many input options leads to problems later - need some principles

data too often is used to justify spend and misses the point ie about numbers not outcomes

DRAFT