

The Greater Manchester Voluntary, Community & Social Enterprise Sector Workforce Development Capability

1.0 Introduction & Context

The ambition of the Greater Manchester Model and Taking Charge establishes the opportunity to develop a real relationship with the citizens of Greater Manchester (GM) by devolving power and allocating resources around need. Across Greater Manchester's NHS organisations and councils, voluntary and community groups, CCG's and GP practices are constantly developing new relationships and networks to contribute to improvements in the population's health.

Revolutionising community led public services is already underway with the creation of integrated place-based teams at local levels and the establishment of Local Care Organisations with co-located professionals from different public services.

Voluntary, Community & Social Enterprise (VCSE) organisations are an integral part of GMs communities and are already playing a significant role in helping address inequalities in wellbeing, wealth, health and living standards. The present ambition is to grow the reach, scale and spread of the sector working in collaboration with GM statutory and business partners.

Fundamental to strong and successful partnership working is recognising the value the VCSE organisations offer in terms of their extensive local community knowledge, the beneficial skill sets and the strong trust they have built within their areas. The GM VCSE workforce is a passionate blend of paid and unpaid personnel who work together as equals, this ethos is something special that statutory and business partners could adopt in order to help unlock the full potential of GMs citizens and communities to contribute to the GM ambition.

GM is beginning to recognise the value potential of increasing the VCSE sector's contribution and harmonising it with public sector offerings. To achieve this the public and VCSE sectors need to find new ways to collaborate as equals, learn from each other and work together at scale and pace across the region.

The VCSE sector aspires to be truly recognised as part of the GM system committed to delivering the outcomes of the 'Future of GM Package' including the Greater Manchester Strategy, the Health and Social Care Prospectus, the Local Industrial Strategy and Reform White Paper. VCSE services and activities are co-dependent with public services and therefore want to be established as an integral part of the planning and resourcing of statutory and state-run services.

The report aims to support the GM Health and Social Care Partnership and VCSE sector organisations, with this ambition by providing insight into the current culture, structures, skills, processes, strengths and challenges that have been identified through the scope of this project in order to construct a series of simple, clear, deliverable recommendations to support the VCSE workforce and enable shared delivery of the Greater Manchester Model.

1.1 Project scope & outcomes

This report commissioned by GM Health and Social Care Partnership and GM VCSE Reference Group aims to improve understanding of the VCSE workforce, through research and engagement with VCSE leaders specifically exploring:

- HR challenges for VCSE organisations including personnel management, staff wellbeing, recruitment, retention, volunteer management and staff development
- Workforce development capability in the sector as a whole
- Proposals for a workforce development strategy for the VCSE sector
- Recommendations for VCSE organisations, public sector partners, and commissioners

The project will support the delivery of the GM Workforce Strategy to deliver against the GM Model in order to:

- Maximise and support the contribution of the VCSE workforce to help fill difficult gaps across health and care
- Improve understanding of the VCSE workforce to inform further approaches to developing the talent and leaders in the sector which can support growing our own workforce and filling difficult gaps
- Target development of the VCSE workforce to support workforce sustainability

2.0 Methodology

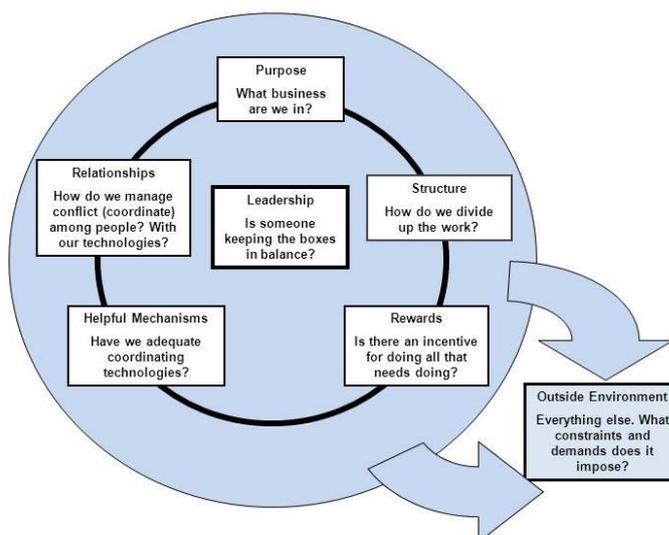
The project utilised quantitative and qualitative data methods and relevant Workforce Capability Development models to provide a robust frame.

2.1 Models & Frames

The models chosen enabled exploration of the workforce from a multitude of perspectives. This holistic approach describes the different elements that form a workforce's development capability. The models that form part of this robust frame include:

The **Weisbord Six-Box Model** is used to evaluate the performance of organisations. Whilst this is a simple generic framework, it has been developed to diagnose organisational issues that might otherwise go unnoticed. The model enables a comprehensive performance analysis by evaluating the organisation's performance in a structured way through exploration of motivation and rewards, internal relationships between teams, hierarchies and the delegation of authority, organisational rewards and performance evaluation.

This model also forms the frame for the project findings within the report.



	<p>The IES business dialogues framework is a flexible tool which provides a way of integrating complex sets of strategic and planning issues into a simple model by aligning traditional aspects of business, service and workforce planning with broader choices about organisational purpose and priorities and alternative models for service delivery within tight budgets. It includes issues of organisational culture and behaviour, the ‘employment deal’, leadership and change management.</p>
<p>This paper seeks to identify the skills, knowledge and behaviours required of new system leaders and to learn from systems attempting to combine strong organisational leadership with collaborative system-level leadership approaches. The paper draws on three years' development work with leaders in health care systems in Northwest England, undertaken by the Advancing Quality Alliance (AQuA) and The King's Fund which has adopted a 'discovery' approach to developing integrated care and the leadership capabilities supporting it.</p>	

2.2 Mapping of models

The models and approaches were mapped in order to identify potential connections or gaps and provide a consistent approach during the diagnostic process. The table below details the how the models were mapped, this approach provides a comprehensive assessment that cannot be achieved using one model alone.

Weisbord	IES	King’s Fund System Leadership seven approaches and VCSE specific enablers
<p>Purpose</p>	<p>Purpose & Priorities & Values What is our purpose & vision? What are our strengths in delivering our services? What makes the difference in our sector (USP)? What are our values?</p>	<p>Adopt an open, enquiring mindset</p> <p>Refusing to be constrained by current horizons embrace uncertainty and be positive about change</p> <p>Establish a compelling vision which is shared by all partners in the whole system</p>

Structure	<p>The services and work delivered, and organisational models used</p> <p>The services we deliver and the cost What organisational models are used? Current vs future needs across the system. What is our current workforce profile and what do we need in the future? % paid vs v volunteers? Where are people located to deliver services? CEO Progression Ethnicity and gender mix, reflective of communities?</p>	
Helpful Mechanisms	<p>People, Skills & Work patterns needed & their supply –the workforce risks</p> <p>What skills & competencies do we need? What work patterns do we need to meet our service needs? What contracts do we need and % of employed vs voluntary to deliver? How we will we supply the workforce? Attracted, retained and developed. (JD's or job roles) (Pay and conditions) How do we mitigate and manage our workforce risks</p>	Adopt an entrepreneurial attitude
Leadership	<p>How we lead and manage</p> <p>How do our leaders lead, and do they have the capability to do it? Do we have an approach to managing change? Do we have the resources to implement this</p>	<p>Political rebalancing between rights and responsibilities in the relationship between citizen and state</p> <p>Build a social movement around a cause</p> <p>Ensure leadership and decision-making are distributed throughout all levels and functions</p>
Rewards	<p>What we offer our workforce & expect from them Evaluating our progress</p> <p>How do we evidence and manage successes and impact? How workforce is recognised or wants to be recognised</p>	
Relationships	<p>What we offer our workforce & expect from them</p> <p>Wellbeing & resilience</p> <p>Opportunities & motivators for working collaboratively across VCSE & public sector organisations</p>	<p>Go out of your way to make new connections</p> <p>Promote the importance of values invest as much energy into relationships and behaviours as into delivering tasks</p> <p>Draw on as many different perspectives as possible; diversity is non-optional</p>

2.3 Definitions and scope

This project focused on the VCSE sector and its public sector partners across all 10 localities, excluding social enterprise organisations and carers.

The agreed understanding of workforce capability development for this project was:

- Building skills now and for the future
- Better sharing of expertise
- Building skills internally
- Do we have the right workforce to meet immediate challenges?
- Do we know what skills we need for the future?
- How are we connecting the dots between the strategy and people to deliver the business?

2.2 Project Timescales

May 2019 – August 2019 (*14 days work*) revised to September 2019 – November 2019.

2.3 Interviews

Interviews were conducted via telephone with a representative sample of leaders from across the VCSE sector nominated by the GM Reference Group. The interviews provided individuals with an opportunity to share their stories and to speak to an external consultant to share their experiences, observations, opinions and learning. Anonymity was guaranteed which enabled frank and honest conversations about their personal impact and experiences, what was working well and what perhaps required further attention.

2.4 Workshops

Two bespoke multi-organisational workshops were designed and delivered enabling a creative and facilitative process for VCSE colleagues to share their perspectives, experiences, learning and recommendations for the future structured using the Weisbord Model. (Appendix A for session plan)

2.5 VCSE Leaders Survey

To further increase our cross sector understanding of the VCSE workforce the survey aimed to engage with as many VCSE leaders as possible to explore workforce development, HR challenges and any recommendations for the VCSE sector, the public sector, or our commissioners. This was distributed via Macc distribution lists and through the bulletin.

2.7 Number of participants involved in the project

Methodology	Sample	Response
Interview	23	19
VCSE Survey	Macc's distribution list	18
Workshops	40 places	24 delegates 12 attended

2.8 Desk top research

A collection of papers, reports, outcome data, and communications provided additional context as part of the review (Appendix B for reading list).

Key documents included:

- GM State of the Sector report 2017
- Health & Wellbeing Baseline Assessment
- LCO's and the VCSE in Greater Manchester
- GM workforce collaborative fund application
- GM VCSE MOU

3.0 Findings

3.1 Purpose

Using purpose as the start point of our exploration, enabled us to connect the various elements of workforce structure, capability, development, leadership and recognition to common threads across organisations.

Whilst each organisation involved in the diagnostic had its own specific organisational purpose and intent there were common themes that connected the overriding purpose of organisations within the VCSE sector. These were:

Community Driven

Fundamental was the commitment to being **Community Driven**. Acting as advocates or providing a voice for a community, whilst also understanding and responding to the changing needs of that community. The organisations also reflected a representative workforce, growing diversity in order to meet the needs of the community. Often described by interviewees as *'working within the fringes of society'*, building trust and creating communities within communities for those who find themselves isolated.

'We are organic and fill gaps, we don't duplicate'

Values Led

The diversity of the sector results in a spectrum of values ranging from organic 'gut feeling' values to clearly defined values described on a website. Across the organisations there was a theme of *'valuing people for who they are and not what they can do for you'*. Shared values commonly identified were:

- Improving lives
- Building on people's strengths
- Creating belonging and shared purpose
- Connection and shared understanding
- Challenging discrimination in person centred ways

'95% of staff are here because they believe in what we are doing'

Some leaders described their passion and drive coming from an individual value perspective of, *'I just want to help people.'* This could potentially lead to an insular perspective whereby individual priorities may no longer align to the organisation's shared purpose or the organisational impact.

Education, Learning & Development

The provision of education and learning at all levels is a common organisational purpose. This is sometimes in the form of traditional learning and development offerings such as programmes and workshops, and also in the form of mentoring and awareness raising. The sector is adaptable and flexible supporting those in need e.g. women's charities supporting men's awareness, or children's services educating and supporting parents.

Wellbeing Support

Further organisational drivers include both practical and emotional support, using a truly person-centred approach for the duration required. This may comprise of respite, home or hospital support, or providing opportunities for individuals to have greater purpose in their lives. Services adopt strength-based ways of working both with services users and the workforce.

Lobby & Influence

A common purpose was to be advocates for a community, lobbying or influencing decision makers and commissioners. However, many described a struggle to sustain this important role due to capacity issues when running a day to day service.

Survival

This was a common central driver for many of the organisations involved in the research. The sector itself is complex, comprising of a myriad of different organisational types and priorities that results in some jostling for position.

There were perceptions from within the sector, that the larger more formalised national organisations were impacting negatively on local community organisations. These larger organisations were often more successful in applying for funding due to their size and structure, and with the greater ability to form consortiums. There were questions raised by some of the smaller local organisations about the larger organisation's intent. This came from a perception of larger organisations losing their connection to the 'Community Driven' purpose. By labelling smaller organisations as micro organisations they feel it undermines the positive impact they have on people's lives.

Many smaller organisations were working through externally imposed change, with some organisations finding themselves growing at a pace they were not equipped to manage. Others expressed a clear focus upon continuing to do what they always had done, holding true to their original service model and delivery, keeping their head down and ignoring the external maelstrom.

'We'd close up rather than do something badly'

'It's killing us VCSEs as we can't compete with the national organisations'

3.2 Structures

The structure of an organisation defines power relationships and the formal relationships between different teams in an organisation. Structure should give a clear idea of the legal power, and it should also provide an accurate and fitting overview of how the goals of the organisation need to be achieved and who is responsible, incorporating:

- Organisational models
- Current and future service needs
- Current and future workforce profile
- % paid vs volunteers
- Locations to deliver services
- Workforce diversity is reflective of the communities it serves
- HR challenges

Reflecting on the complexity of the sector, there is no one-size-fits-all with various elements of structures acting as either enablers or barriers dependent upon context e.g. a funded organisation has staff so it enables them to confidently deliver duties and responsibilities. However, it can also be a barrier as they may lose flexibility through having to deliver against a contract. Issues noted included:

- National, regional and local drivers
- Size of organisation: large, medium, small
- Type of organisation: CIC, charity, un-constituted etc.
- Governance: trustees, directors, other
- Funding types: grants, commissioning, donations, no funding
- Numbers of paid staff compared to the numbers of volunteers
- Organisational hierarchies
- Contracts of employment

3.2.1 Enablers

There were common enablers identified across organisations, these included:

Key Roles

Most organisations indicated roles that they believed would be enablers within their structure to help them to deliver their purpose:

- Volunteer Co-ordinator
- HR Manager
- Business/ Funding Manager
- Development/ Funding Bid writing
- Office manager – admin and record keeping

Flat Hierarchies

Organisations consistently reported adopting a flat hierarchical structure with accessible top-level leadership. Collaboration was also common across teams regardless of seniority, often with collective approaches to decision making.

'We all just muck in to do what is needed'

CEO's often have progressed internally through the organisation or have been involved from the organisation's conception. Where CEO's were being replaced, business acumen was noted as an essential criteria when identifying suitable candidates during national recruitment campaigns.

Diversity

Most organisations described a workforce that was representative of the community it served. Often the service was run by a workforce of professionals and volunteers with lived experience demonstrating a passion to support others experiencing similar events or prevent further issues.¹

Organisations also offered opportunities for those who were currently receiving benefits due to a variety of circumstances, enabling them to undertake meaningful productive work and gain a sense of purpose.

Innovation to Fund Structures

Some organisations created social enterprises or income generation plans by purchasing buildings and renting space in order to fund existing structures.

Interviewees reported that they were '*Clever with contracting*' having already developed their business acumen in their careers. Some organisations were running small businesses to support their charity, including a training enterprise and catering company. VCSE leaders were utilising both their political connections and their business knowledge to ensure delivery of the original organisational purpose whilst innovating new ways to achieve funding.

Additionally, some organisations have embraced technological solutions and are using them to be able to respond to significant increases in demand.

Strengths Based Approach

The skills, experience and expertise that the Trustees and Board members bring with them to their role is frequently utilised to support the service. Examples included Trustees using their business, legal, coaching or mentoring skills to support leaders in the organisation.

Many organisations reported paying externally for various support functions including Human Resources and Payroll. This bought-in expertise and reassurance from professional experts assisted them in managing organisational risk and governance concerns.

Some leaders expressed a desire to appropriately pay staff and volunteers in order to recognise and value their work. Some leaders described this as being driven from their personal values of fairness and the desire to not take advantage of people's dedication.

There was an observation that numerous volunteers are retirees, many of whom previously held high status jobs and bring with them a wealth of experience, their passion now driving them to support their community within a '*Culture of love*'. Most organisations depended upon the volunteers in their structure to run the services they offer.

Less Bureaucracy

Operating with minimal bureaucracy was a common theme across numerous organisations. This enabled them to hold effective meetings around organisational purpose and to employ a culture of collective decision making. This lack of bureaucracy also enabled a flexible approach to change in response to national drivers or local emergencies, supporting innovation or developing capacity.

¹ Although not alluded to within this diagnostic, wider consideration may be required in light of the #CharitySoWhite campaign, citing a lack of diversity, especially in management and CEO levels

Engagement

Many leaders described the importance of investing in colleague engagement. It was noted as fundamental to setting strong organisational direction, decision making and priority setting.

In these organisations there was a strong sense of shared purpose and meaningful values which during challenging circumstances fuelled colleagues to continue to support the service whether they were paid or unpaid. Engaged teams were described as going above and beyond to ensure the service was sustained through difficult times.

3.2.2 Disablers

Commissioning Contracts

Commissioning intentions that prioritised consortium approaches to deliver large scale services were identified as a significant disabler. Smaller organisations do not have the existing structures required to form consortiums nor the capacity to build the relationships and partnerships required to make this a reality.

'We work in partnership to deliver a contract, but we are finding that the different structure and organisation design of the partners is challenging'

The bureaucratic nature of the public sector and the geographical rules of commissioning currently hinders the flexibility of some structures within the sector e.g. a mentoring service is offered to all children who go to school within a locality rather than based on their home postcode, therefore additional NHS services are not always readily available to support these service users.

The project-based approach of commissioning leads to the exact number of staff being recruited to fulfil the needs of the contract. As each contract is awarded or concluded the staff are moved around the system to fulfil other contractual obligations, much like a game of *'staff Tetris'*. The absence or departure of one member of the team was described as creating significant challenges for the remaining members of the project team. This leaves no flexibility in the structure to backfill absentees and little opportunity to recruit and replace leavers due to the short-term nature of the projects. This approach was described as also failing to acknowledge the costs of additional support required to deliver a contract such as back office functions, and development of team members.

The lack of 5-year contracts or longer terms plans also results in an inability for VCSEs to strategically plan with organisations functioning *'Hand to mouth'* and with *'living on the edge becoming the norm'*. The timescales around submitting bids, awaiting outcomes and the uncertainty of funding streams has an ongoing detrimental impact with many VCSE staff find themselves *'at risk'* annually whilst they await last minute decisions. This can result in reactive responses to contracts supported by structures that aren't always fit for purpose.

Some organisational growth created by changes in contracts has resulted in some leaders feeling *'scared'*, as they struggle to keep pace of the growth in their organisation. Many recognise a need to restructure internally but do not have the capacity or capability to do this.

Multiple Responsibilities

Those in leadership roles often identified themselves as a *'Jack of all trades'* responsible for many or all of their organisational support functions.

'It's a heavy burden on a few people'

The lack of time or capacity for leaders to invest in system working, future planning or networking leaves little time to generate innovations or plan for economies of scale.

'We're too busy doing the daily do'

Manipulation

Many felt that the intense passion and strength of commitment found in the sector means that they are at risk of being manipulated by the system. Organisations described agreeing to less than optimal contracts and absorbing costs rather than challenging for fear of losing funding.

'I have heard leaders in the public sector say, how do we access the untapped resource of the voluntary sector, are they joking?'

3.3.3 HR Challenges

The following HR challenges were identified within the sector:

Lack of Awareness

There was a lack of understanding around volunteer HR rights across the sector, with limited knowledge or awareness of employment legislation.

There are few professionally qualified HR staff employed in the sector with responsibility for HR frequently falling to those in leadership roles. Organisations who are able to buy-in external HR Consultancy support often experienced advice based on potential risks rather than the person-centred approach aligned with their organisational values.

Attraction & Retention of Talent

Many leaders felt that the sector is perceived as a less desirable place to build a career as it is not equally valued or respected. There are few research projects exploring the social value impact of the VCSE sector in order to validate it as an equal player. Currently the sector is judged using public sector Key Performance Indicators (KPIs) which don't fully align with the core purpose of many VCSE organisations. This potentially could make them appear less successful and therefore less attractive as a sector for employment.

'3rd sector not 3rd class'

There is recognition that retirees and students are often more attracted to volunteering roles within the sector. The sector also attracts those looking for first time employment, a group who are often hard to retain as they develop their careers resulting in frequent recruitment churn. Some leaders described a perception of the VCSE sector as a career stepping-stone, viewed as a place to learn and develop before seeking employment in a different sector that offers better terms and conditions.

Organisations often find themselves recruiting from the same pool, limiting diversity of thinking, resourcefulness, experience and skills. Some organisations described feeling obliged to recruit quantity rather than quality in order to keep services fully staffed, this results in the constant induction of new staff.

Free advertising routes don't always lead to quality candidates despite being the only route available to many organisations due to the prohibitive cost of print advertising e.g. £2000 for a Guardian CEO advert or £500 in the M.E.N for a Volunteer Co-ordinator equating to the teams petty cash budget for year – this leaves them with little choice or options for recruitment.

Sickness & Absence

Recruiting people with lived experience is a powerful enabler for service provision, however the work of the services can sometimes have an adverse effect on the individual's health and wellbeing and lead to an increase in sickness absence. Leaders have described facing regular ethical dilemmas when managing staff absence for those whose lived experience reflects the experience of those they are supporting.

Many of the roles undertaken by staff and volunteers is one with additional emotional labour, where sickness absence can impact on the successful outcomes of the team or organisation.

Systems & Admin

Leaders reported operating with outdated systems and processes and facing challenges in keeping policies up to date. Some localities described the benefits of having a central policy hub.

The lack of administrative support was also described by some organisations as impacting on their ability to keep records up to date.

The lack of bureaucracy, viewed beneficially within the sector, has the potential to create risk due to a less robust systems of governance.

TUPE/ Redundancy

Both TUPE and redundancy annually affects many VCSE organisations due to the commissioning timescales and the current contract lengths. Fortunately, many organisations are able to retain their staff during periods of potential redundancy due to the passion they have for the service and the commitment to the organisation they belong to.

Lack of Succession Planning

Many organisations described an inability to develop complete succession plans due to the ongoing uncertainty around future funding and the short-term contracting arrangements currently adopted.

Inability to Fund Key Roles

The instability of structures, short term contracts and inequitable terms and conditions found in the VCSE sector is recognised as negatively impacting on the ability to attract or source skilled roles e.g. debt advisors.

Many organisations are unable to fund the valuable Volunteer Coordinator Role which increases the responsibilities undertaken by paid leaders as they endeavour to fulfil this role in addition to many others. New and existing volunteers are impacted by the lack of a Volunteer Co-ordinator as other staff don't have the capacity to help, leading to the task management of volunteers rather than leadership and support. The lack of capacity to 'corral' volunteers has led to some overstepping of

boundaries when working with service users, or volunteers with lived experience developing additional complex needs.

Free Workforce

Several of those interviewed highlighted the risk of others viewing volunteers as a free workforce. This has led to some leaders experiencing feelings of discomfort and concern about the potential manipulation faced by the VCSE workforce.

Helpful Interventions

The following interventions were identified as reducing the existing HR challenges within the sector:

- **Values led cultures** – this results in minimal grievances or disciplinary issues, and a culture that embraces challenges and remains resilient in adversity
- **Balance of internal and external recruitment** – an internal pipeline that progresses service users to volunteers, to paid staff, plus the offer of student placements and recruitment from the wider sector
- **Salary policy** – designed and established to create more equitable terms and conditions
- **Induction** – handbooks and job descriptions were used in order to prevent future HR issues, plus the implementation of a robust volunteer probation period
- **Grow your own** – the internal development pipeline is utilised to effectively retain organisational talent
- **Career progression** - enabled through development opportunities, including stretch targets, GM meeting attendance, and local projects
- **Flexible working** – genuine efforts to support employees to have a healthy work-life balance
- **Lived experience** - the commitment and rapport facilitated with service users combined with the passion to shape the service for the community
- **Social media** - including free infrastructure support to enable attraction of talent and recruitment staff and volunteers
- **Values based recruitment** – ensuring both values and skills are assessed during recruitment using simple processes
- **Low turnover/retention of staff** – aligned to creating a positive culture and a happy work environment, including a service shut down to enable the team to reflect, refresh and develop
- **Succession planning** – including the creation of development roles and exploring future needs, including restructuring the board to reflect this
- **Policy bank** – access to GM-wide LOCAL VCSE INFRASTRUCTURE HR policies

3.2.4 Mechanisms

The mechanisms are practices that help employers to coordinate the activities of their organisation for optimal performance.

Helpful Mechanisms

The following themes were identified as helpful mechanisms that support workforce activity and assist the delivery of organisational purpose:

Skills & Competencies

Some organisations apply competency frameworks or apply quality standards. However, the majority of organisations adopt an asset-based approach meaning that they build upon the strengths of their workforce by considering how they can utilise a person's skills to support the organisation.

'We don't turn anyone away'

Leaders explained that they had often already gained their leadership and management qualifications, skills and experience through previous employment or they had learned them on the job. Some organisations invested in leadership and management skills using either external consultants, workshops offered by their infrastructure network or by investing in ILM qualifications.

Given the breadth of services provided by the sector there were a range of professional qualifications required by some roles held in the organisations, these included counsellor, trainer, debt adviser and clinical supervision qualifications.

The skills of Board Members and Trustees were also highly regarded including the ability to support using legal, business or HR expertise.

Regardless of the role held there were many skills frequently described as desirable within the sector, these included:

- Problem solving
- Innovation
- Flexibility
- Curiosity
- Challenging the status quo
- Influencing
- Resilience
- Networking
- Determination
- Change management
- Collaboration
- Effective communication
- Empathy
- Non judgemental
- Life skills
- Listening
- Community experts
- IT literacy
- Humility e.g. equal status with service users
- Integrity

It is important to many organisations that if a services user *'comes in with a problem they don't leave with it.'* The skills listed above enable organisations to provide a broad level of support for people who access their services.

Staff engagement

Organisations described using a variety of approaches to engage with staff and ensure effective communication with staff and volunteers. Some embrace technological solutions such as 'Workplace Facebook', regular staff meetings, subgroups or project teams, team development days, opportunities

for collaboration and collective decision making, values led conversations, informal recognition of staff and opportunities to build relationships and friendships between team members such as team lunches or socials.

Training

Several organisations described a Training Needs Analysis (TNA) process undertaken across the locality by a supporting infrastructure organisation, whereas others stated that they used internally aligned quality standards and competency frameworks to decide upon training and development activity.

Many described having a supervision and/or appraisal process in place that aligns to learning needs and works well for the organisation.

A variety of methods are adopted to ensure the workforce is trained and has the skills needed to deliver the service competently and safely.

Approach	Specific training	Comments
In house	Mandatory training	Online and face to face
	Asset based	Skills of staff or training courses shared across the team
	6 weekly development session	e.g. Marketing, Communications, Resilience, Benefits
	Team effectiveness	
External expertise	Domestic violence	
	Motivational interviewing	
	Customer service	
	Common purpose training	To enable leading outside authority
	Management skills	
	British Red Cross	Various free first aid training available
	Local Authority	Access based on positive relationships
	NHS	Partnership affiliations with NHS
	Skills swap	LGBT, DWP, CAB swap staff to share skills and expertise
	Prevent training	Informal briefing sessions by non-uniform police officers on radicalisation
Networking	Local training forum for VCSE's supporting and sharing training	
On the job	Induction	Handbook, job role, scenario exploration, rules, processes

Via Local Infrastructure Organisations	Pilot light	Group coaching to explore strategic planning and challenge work
	Dementia	
	Safeguarding	
	Bookkeeping	
	Trustee Development	
	First Aid	
	Corporate social responsibility	Workshops
	Resilience	
University	Students on placement	Students bring their own learning in-house and enable organisations to grow their own
Apprenticeship	Leadership & Management	Bursary available for apprenticeships

Culture

The culture within the majority of organisations was described as one with a flexible and supportive ethos. The metaphor of a *'happy family'* was regularly used and leaders often described examples of the organisation facing adversity and the team pulling together. Many also described encouraging attributes of their culture such as fierce loyalty, positive rapport and adaptability.

Leaders were able to describe an ethos of *'Knowing what I am here to do'* across the workforce by aligning mission, purpose, team principles, expectations and role clarity.

Innovation

Some organisations are investing and engaging fully with technology both to enable effective team engagement and deliver services in the increasingly pressurised environment, including telephone helplines in order to triage the levels of support required.

Co-creation

The development of co-created organisational purpose, values and business plans was described as leading to levels of accountability and ownership. This ethos is deemed as enabling the organisation to develop strong foundations that support them to withstand the challenges they face. The power of storytelling is also enabling organisations to describe the impact services are making to its communities and teams.

Some localities are creating approaches to 'One Workforce' and the delivery of development workshops are creating the foundations for system thinking, leadership and shared purpose.

Networking & Helicopter View

Various reference groups, networking opportunities and the connections made across the sector are creating opportunities to further understand the context of the system the workforce is operating within. By growing this network and building knowledge of the whole sector, organisations are able to understand any gaps or duplication that may exist.

Free of charge office space

Many organisations rely on free or subsidised office space in order to be able to deliver their services. Some organisations benefit from being based in the same building as Local Authority partners with whom they have developed informal relationships that have improved partnership working.

Unhelpful Mechanisms

The following themes were identified as elements that hinder workforce activity and incurber the delivery of organisational purpose:

Skills & Competencies

Significant gaps exist in back office staff and back office functions with organisations prioritising recruitment against the skills that directly enable their service delivery. Some described a lack of a professional or 'business-like' role within their structures. There were also skills gaps in areas such as:

- Fundraising
- Finance
- Business
- Innovation
- Volunteer coordination
- Communications and marketing
- Administration
- Human Resources

Leaders described an inconsistent use of job or role descriptions with some utilising detailed job descriptions and others not using any. Some stated, '*Job titles don't work in the sector*' and described instead the constant challenge of having to be a '*Jack of all trades*'.

Several organisations identified lots of gaps in mental health knowledge and provision, including mental health awareness, mental health first aid, mental health support and access to mental health experts.

There were some organisations that felt they were currently using outmoded appraisal and supervision processes. There were also inconsistent levels of skill around leadership and influencing skills, particularly from a system perspective.

Training

There was absolute consensus that the prioritising of funding and resources left investment in training at the '*Bottom of the pile*'. The elements impacting on consistent quality training for staff and volunteers included lack of funding, shortage of time, limited strategic planning, inadequate

understanding of training needs, scant training records, and poor knowledge of the different opportunities available e.g. apprenticeships.

'Free training is still an investment'

Where there was access to public sector training and development some leaders reported staff feeling intimidated by aspects of the joint venture. These emotions were connected to elements such as the booking systems, the large corporate offices, the use of jargon, and often being the only VCSE sector worker in the room resulting in feeling like an unwelcome outsider. For some volunteers this experience is too formal and out of comfort zone for their levels of confidence. The levels of bureaucracy surrounding institutional access to training was sometimes perceived as creating a closed shop which *'Prevented collective learning across a community'* with a lack of multi-disciplinary and multi-organisational staff training aligned to service models.

The absence of 5-year plans strongly impacts on an organisations ability to determine medium term development plans, with managers often insufficiently trained and a lack of alignment between development and organisational purpose.

The lack of coaching and mentoring support was expressed alongside concerns about maintaining leadership and sustaining resilience in a pressured, emotionally intense work environment.

Welfare Reform

The VCSE sector reflected the need to work with people with complex needs or those who are isolated or in the 'fringes of society'. The fringes of society are ever-growing with issues such as poverty becoming the norm and some service reporting an increased level of demand from employed people accessing their services. The increasing demand on services, the decreasing income streams and the need to radically change service models has greatly impacted on the capacity of organisations.

Capacity

Leaders described capacity challenges as limiting their opportunities to network. This leads to organisations requesting additional support from the local infrastructure organisations to provide greater context around the system, maintain the helicopter view and facilitate the connections for those who need connecting.

Leaders identified promising solutions around matrix roles for back office support but again expressed they had little or no capacity to deliver this change.

'There is no time to think, reflect or manoeuvre'

'I know what I need to do, I can see what I need for the future, but I have no capacity to prioritise this over the day to day running of the service'

Leaders described finding themselves in a never-ending cycle of funding with an inability to preserve time to influence or lobby, with some expressing concerns about how much challenge they can assert and still receive funding.

Funding

There was powerful feedback describing the lack of consistent funding to finance essential elements such as the core team, external training, internal hardware and back office support. These funding challenges are a direct result of the short-term project funding approach used across the sectors.

'I'm constantly holding my nerve and trying not to tip over the edge'

Some referred to the National Lottery funding which requires self-sufficiency after 3 years, an enormous challenge when delivering free services in the face of ever-increasing demand.

The consortium approach expected by commissioning contracts is extremely complicated for small organisations to facilitate and deliver. Some have expressed a need for the infrastructure organisations to support by directly project managing the development of consortiums, or as a minimum to assist them in delivering a consortium model. Others would like the infrastructure organisations to query the consortium approach on their behalf, questioning whether they do indeed provide more impactful solutions for communities.

Social Prescribing

Some leaders believe there is an expectation from the statutory organisations to have access to the 'free labour' held within the VCSE sector to deliver social prescribing. Leaders expressed real concern around potential exploitation of their services and their staff to offset the pressure and demands of public sector services.

There was a perceived lack of genuine co-production surrounding social prescribing at a local level. Some organisations described their core purpose as supporting this approach, yet their expertise was not being included in the development of social prescribing within their locality.

3.2.5 Leadership

This Leadership element of the Weisbord model focuses on the style of the leadership followed in the organisation and its alignment with the nature, core values, and objectives of the organisation. Within the VCSE sector 'leadership' should be embedded throughout the ecosystem and be about enabling, catalysing and supporting others to act rather than top-down control.

The GM VCSE Devolution Reference Group recognises leadership as an 'enabler' to help the sector thrive and achieve its potential. There is an ambition for improved leadership and accountability across the sector, creating additional opportunities for leaders to engage across the GM system, leading to improved representation and involvement in local decision-making and partnerships.

The following themes around leadership were identified:

Aligned Leadership Approaches

Whilst recognising that the complexity of the sector requires different organisational structures, the majority of organisations described a flat hierarchy that encouraged shared decision making, a collaborative team spirit and visible, accessible senior leaders.

Additional descriptors of this distributed leadership style included:

- Values based
- Person centred
- Inclusive
- Passionate about what they are doing

'I have responsibility but I'm not the BOSS'

There appeared to be some noted difference in approaches taken by organisations that were Manchester centric in comparison to those across the outer localities. The Manchester organisations often identified as bigger and comprising of more paid staff than volunteers and appeared to have closer working relationships with the public sector organisations. Leadership styles in these organisations tended to be more formalised or business like in their approach, and often more involved from a system and lobbying perspective.

Management Practices

The management processes adopted by organisations included performance management, appraisal and supervision. These were viewed as useful enablers to getting the best out of their teams and creating a collaborative culture that adds value to what could potentially be perceived as transactional processes.

Some organisations expressed a lack of consistency around their performance management practices including appraisal and supervision processes. This was due to outdated systems, old fashioned policies or procedures, or a lack of clarity around the purpose and application.

There were also some management challenges for leaders at different levels. Managers talked about feeling some misalignment between recommended management practice and their values which made it difficult for them view some HR practices as 'the right thing to do'.

Capacity

Due to capacity and resource challenges few organisations invested in either leadership or management development. Senior leaders often brought leadership experience and qualifications with them from their previous careers.

VCSE organisation senior leaders are often both the figurehead and the gatekeeper for the organisation. They are often accountable for the services and manager of all the staff, which impacts on their ability to operate as a system leader and fulfil their desire to lobby on behalf of their sector.

'I'm too busy supporting others to develop myself or my leadership team'

Recognition

All organisations described adopting an informal approach to staff and volunteer recognition. Interestingly, where organisations had tried a more formal 'corporate approach' to recognition it had a constraining effect on its workforce rather than a motivational one. Often leaders referred to the '*Joy of doing job*' as the key to rewarding colleagues as they are driven by their own integrity and values to help others, rather than seeking any form of recognition or acknowledgement.

Examples of informal recognition delivered within organisations included:

- Long service events
- Team pizza
- Christmas lunch/ party
- Summer BBQ
- Feedback and praise
- Volunteer of the year awards
- Locality recognition and celebration events with Mayor
- Volunteer week
- Birthday collections
- Social events after work
- Wellbeing activities e.g. Tai Chi, health checks, personal trainer, yoga
- Flexible working & work life balance as a priority
- Individual support and understanding
- Pat on the back
- Peer recognition
- Leaving gifts
- Tea and biscuits
- Employee Assistance Programme
- Access to counselling support
- Encouragement
- Mentoring qualifications
- Clinical supervision (not available everywhere)
- Informal visits, thank you and emails.

Some examples were provided of individuals or organisations who were externally awarded or recognised having been nominated by their organisation or local VCSE infrastructure for national or local awards, including the Queens award.

'It's about the difference we make to people's lives, not what's in the pay packet'

3.2.7 Relationships

This explores the type of relationships that exist between individuals, teams, organisations, the sector and with statutory organisations, exploring the quality of relationships and the modes of conflict.

VCSE Cross Sector Relationships

The following themes were identified as impacting on relationships:

Friendship

Most leaders reported a culture across the sector where colleague relationships were viewed as positive, with a genuine regard held for each other, and connections of trust and respect.

Tension

The pressures created by funding challenges and contractual conditions is described as increasing tensions that exist, with some friction simmering *'under the iceberg'* between smaller community-based organisations and the larger corporate style organisations. There were some leaders from smaller organisations who expressed *'They call themselves the voluntary sector, but they aren't'*.

In comparison these larger organisations are viewed as being significantly better resourced, with beneficial support from back office functions and investment in roles to specifically secure bids and contracts. Some leaders from smaller organisations shared experiences of false collaboration with the large national organisation encouraging partnership working but failing to reference the contribution of their smaller partners upon implementation.

'It's taking your work as their own....'

'It's virtually parasitic'

There were tensions conveyed about the misalignment of national drivers when compared to the local priorities, needs and ambitions. Local organisations expressed the view that outcome measures have been ill designed to effectively demonstrate their impact and that the national drivers had the *'loudest voice'* and would often take precedent over local issues.

However, many recognised that the relationships between national and local organisations (and in some cases wider international organisations) are essential partnerships to create and nurture. In order to create sustainable change to improve lives, the alignment and collaboration between these organisations was viewed as fundamental to delivering comprehensive joined up services.

Alignment

Where VCSE organisations shared a common purpose with other VCSE organisations there was evidence of inter-connections and informal links that connected their services, and in some cases this connection enabled a seamless pathway for service users with complex needs. This was articulated as adding significant value to services users, with specific examples including links made between condition specific support groups thereby creating informal alliances. Some leaders reflected a desire to create more connections between organisations but reflected that they were *'holding themselves back'* by spending time thinking and talking about the issue rather than adopting a *'Let's just do it'* mentality.

There were purported inconsistencies in the levels of support received from the infrastructure organisations, with some leaders wanting more assistance to enable them to network and connect with others to build trust and bonds across the sector.

Competition

The loss of funding and increased demand for services has resulted in some leaders focusing solely on their internal workload and immediate survival. They recognise this as counter intuitive, but the continuation of the current service has become the priority for many who feel they have *'too many plates to spin'*.

'Chronic underfunding prevents collaboration as we're scared of losing funding for our own organisation'

Many organisations within the sector reported the complexity of referrals, with some organisations receiving referrals from over 80 voluntary and statutory organisations across GM, and multiple regional NHS Trusts. The overload of referrals is described as overwhelming the ability of organisations to perform effectively.

Public Sector Relationships

There were many inconsistencies in the relationships between VCSE sector leaders and public sector, common themes included:

- Collaborative and partnership ways of working were highly dependent on the views and values of the top leaders within the Local Authority, Health or Police organisations
- Frequent changes to senior leadership roles and individuals within public sector institutions greatly impacted upon effective partnership working, as VCSE leaders *'don't know who anyone is anymore'*

- Those who have experience of working in the public sector utilise their knowledge of the sector and their networks to help manage relationships and influence colleagues
- Effective project delivery was articulated as being dependent upon the full engagement of all key partners in the locality. Where projects were co-created this resulted in a seamless implementation
- There were concerns around the drive from the public sector for consortium solutions to contract delivery, no evidence base has been presented to justify the significant additional effort required to create consortiums
- Some organisations indicated that a jointly funded role '*With a foot in two camps*' enabled great partnership working simply because they spoke to one another
- Leaders also reported the recent shift from competition to an expectation of collaboration. This was recognised as dynamic and the right thing to do but leaders were left perplexed and unsure about how to deliver this as it requires a fundamental shift in skill sets
- Overwhelmingly, VCSE leaders reported a significant disconnect and imbalance in creating genuine devolution, with the power, decision making, commissioning, resources and money controlled by the public sector.

'I no longer feel that I have to legitimise myself in the room, but I used to'

'I wish they would get the point when they are brave enough to do something different'

4.0 Desired outcomes from participants

All delegates were asked what they believed was the most important factor to address to enable the VCSE workforce to flourish. The majority of leaders articulated the need for involvement in strategic discussion and direction setting with their public sector colleagues, ensuring there was equitable involvement in decision making and with the VCSE sector perceived as a valued, expert, equal partner in the system.

'How can the sector help achieve your aims rather than what you want from the sector need from you?'

Additional future ambitions described were:

1. Clear pathways of development with accessible cross sector opportunities for the whole workforce
2. Valid impact measures for the sector that uses a robust approach to demonstrate social value impact
3. Consistent investment to enable workforce potential to be achieved
4. Amendments to funding cycles and timescales to improve stability in the sector.

5.0 Recommendations

The following recommendations have been made based upon the findings of the diagnostic and will require further exploration about how to resource them. The GM system needs to consider alternative solutions to cross sector partnership working to effectively use existing resources:

- HR challenges for VCSE organisations including personnel management, staff wellbeing, recruitment, retention, volunteer management and staff development
- Workforce development capability in the sector as a whole
- Proposals for a workforce development strategy for the VCSE sector
- Recommendations for VCSE organisations, public sector partners, and commissioners

5.1 Human Resource Challenges

- A. The provision of a central hub within each local VCSE infrastructure organisation to offer HR support and advice with accessible expertise to support TUPE and redundancy
- B. Creation of a central policy hub to enable core HR policies to be maintained and shared across the sector. It is important that whilst the policies reflect employment legislation and process that they are also aligned with the values and purpose of the sector
- C. For those VCSE organisations choosing to contract with a HR employment advice consultancy, consideration should be given to the values and approaches they adopt and how they align this when advising clients. Creating a best fit scenario and reducing effort at a later time.
- D. The VCSE sector consistently adopts Collective or Distributed values-based leadership. The collective local VCSE infrastructure organisations could consider embedding a shared leadership model aligned to the wider elements of the GM Model's Key Feature 2; Leadership and Accountability.
- E. Prioritise the development of leadership and management skills using a variety of interventions e.g. training, mentoring, coaching, shadowing. Consider opportunities to create economies of scale through multiple organisations partnering together to meet development needs, aligned to the suggested approach in D shared across the sector and localities
- F. Local VCSE Infrastructures to explore opportunities with Local Authority and Health organisations to co-ordinate recruitment of different roles required to deliver services across the locality. This could include access to systems, shared advertising or joint interviewing with consideration given to full integrated recruitment for all paid and unpaid roles within a service.
- G. Explore with local public and private sector organisations the option of creating a bank of Voluntary Back Office support. This could implement corporate social responsibility schemes that enable professionals (HR, L&D, IT, payroll, finance etc) to volunteer hours each month to support local VCSE organisations.

5.2 Workforce Development Capability

- A. Formalise and validate the power of the strength-based workforce approach used within VCSE organisations and explore opportunities to share this with statutory organisations. Consider

using the skills of the VCSE sector workforce to deliver this rather than commissioning external consultancies to provide training.

- B. The locality based VCSE infrastructure organisations to explore opportunities for cross sector workforce development, acting as the conduit to share access and resources.
- C. To reflect system-based working across localities, investigate options for simplifying access to public sector systems. Embed the GM ambition of locality and cross sector working e.g. simple changes to processes to enable VCSE colleagues to book training on existing Moodle learning hubs or deliver training in VCSE venues.
- D. Formally recognise the successful staff engagement approaches that are already facilitating positive workforce cultures within VCSE organisations. Create opportunities to showcase this across the sector to share learning and enable others to adopt best practice.
- E. Build upon existing evidence-based measures around social value impact to help reframe perceptions of the VCSE sector workforce to increase opportunities to attract talent.
- F. Explore opportunities for locality based VCSE infrastructure organisations to work in partnership with Higher Education institutions to encourage dissertation, masters and PHD students to undertake research that demonstrates the value and impact of the VCSE sector workforce.
- G. Encourage VCSE organisations to undertake a review using Weisbord 6 Box Model as an organisational diagnostic to understand specific organisational and workforce issues.
- H. Support the delivery of workshops or networking events highlighting VCSE sector workforce expertise and facilitate learning relationships with the statutory services. These could explore:
 - What's working well?
 - What can public services learn from the VCSE sector?
 - What do we share/ have in common?
- I. Consider partnership opportunities with the private sector to develop the commercial skills and expertise that leaders require to sustain VCSE organisations, thus building links through corporate social responsibility and added social value.

5.3 Proposals for a Workforce Development Strategy

- A. It is essential to recognise the diversity of VCSE organisations, their workforce and individual context. Interventions or strategies that attempt to address the VCSE sector workforce as a whole is likely to fail due to the great complexity and multiplicity of the sector. We therefore do not advocate a Workforce Development Strategy for the VCSE sector as a whole. Consider the adoption of VCSE sector guiding principles that support the development of the workforce without constraining innovation or choice for organisations e.g. individual organisations or collaboratives to utilise the IES Business Workforce Dialogues Tool to understand their own specific Workforce Development priorities.

The IES Business Workforce Dialogues Tool is purposefully simplistic and flexible, therefore it can be easily used within each organisation and can be built into existing meeting structures. It's a 'dialogue tool' because it is designed to give clarity to discussions and plans around both business and workforce planning. The key features of the tool are:

- It covers the big issues of purpose and priorities, finance, organisational models, culture, leadership and change management as well as the traditional issues of future workforce supply and demand.
- The two threads of risk and evidence run through the tool as a reminder not to jump to solutions without checking their likely effectiveness and sustainability.
- The modular structure offers different start points that enables each organisation to personalise the use of the framework and to select their own priority topics.

5.4 Recommendations for VCSE Organisations, Public Sector Partners, & Commissioners

- A. Facilitate cross sector strategic planning and decision making with equity and respect. This will enable the creation of structures and systems that support the GM ambition.
- B. Identify services or localities where cross sector collaboration is already working well. Identify learning and share knowledge to encourage a change of culture and mindset and develop equality in partnerships.
- C. Collectively challenge current ways of working and investigate ways to genuinely configure service models to reflect ALL the diverse roles required in system service delivery. Consider starting small, learn from experience and adopt strength-based approaches to learn and embed what works well.
- D. Challenge localities to utilise and embed VCSE expertise to co-create Social Prescribing at a local level.
- E. Consider innovative ways to generate consistent funding for VCSEs. For example, stipulate within planning conditions explicit social value conditions e.g. 'To develop and build here you will provide X number of homes for charitable causes to rent to generate funding'
- F. Review current contracting practices that are known to create instability in the system, including short tenures, project-based approaches and consortiums. Consider the positive impact of longer-term planning on creating a sustainable workforce within localities.

6.0 Summary

The VCSE workforce is complex and diverse, its strength lies in the deep commitment to a shared purpose within individuals, organisations and across the sector with a passion to create sustainable improvements in people's lives.

There are examples of great innovation and leadership, rising to challenges adaptively and flexibly with a 'can do' attitude. Some organisations have embraced technology to address the challenge of increasing demand, others have effectively engaged with their workforce and used collective leadership to bring about positive change in line with organisational values.

The greatest challenge facing the workforce results from inequitable access to, and influence on, strategic decision making. The impact of strategic decisions made for localities and services without the input of the VCSE sector is resulting in ineffectual contracts, short term vision and weakening organisational structures. This lack of alignment and shared purpose is leading to increased pressure on leaders and the workforce to keep services 'afloat'. There is little long-term planning which impacts upon vulnerability of employment contracts, turnover of roles, risk of TUPE, lack of investment in development or effectively planned organisational change.

This challenge is significantly inhibiting the sectors ability to:

- Build skills now and for the future
- Effectively build skills internally
- Share expertise
- Recruit the right workforce to meet challenges
- Connect the dots between the strategy and people to deliver the business

GM Devolution has created an opportunity for all partners within the system to hold a shared responsibility for its citizens and to create positive transformational change. Through empowering the VCSE sector as a respected and equal partner with an equitable role in strategic decision making, they will be able to influence from within and inform progressive changes to the commissioning and contracting of services. True involvement and genuine collaboration from all partners will create greater stability in the VCSE workforce and across the sector as a whole, and ultimately will help the system to address the causes of instability rather than merely managing its impact.

Appendix A

GMHSCP & Macc - VCSE Sector Workforce Development Capability Project

24th October 2019 – Swan Street

10am – 12 noon and 1pm – 3pm

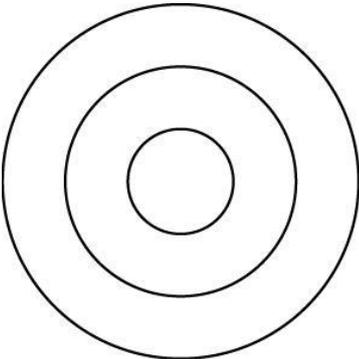
Programme, session outcomes and context setting

Session Outcomes:

- Explore values, strengths and the difference the VCSE sector contributes to the system
- Explore the current workforce structural challenges and strengths of the VCSE workforce including exploration of the HR challenges: personnel management, staff wellbeing, recruitment, retention, T&C's volunteer management.
- Understand what a desired future for the VCSE workforce could be.
- Explore Workforce development capability in the sector as a whole, strengths and areas for improvement.
- Create consensus around approaches to leadership within the sector

Workshop - Session Plan

Timings	Content	Purpose	Resources
10am / 1pm	Welcome, outcomes of the session and contracting	<p>Clarity for delegates, articulating context, outcomes of the project and session.</p> <p>Share the wider aims and approach of the project</p> <p>Approach: fast paced session, curious, exploratory and asset focused</p> <p>Contracting – either in pairs/ round or onto flip (room/ numbers dependant) ask delegates to articulate what they need from themselves during the session, what they need from others and what they need from the facilitator</p> <p>Reflect thoughts onto flip divided into 3 sections – self, others, facilitators</p>	Flip pens
10.10/ 1.10pm	Jelly Baby Tree	<p>As Icebreaker - In small table groups</p> <p>An individual check in about where they are today e.g. thoughts, feelings, energy levels, motivation etc.</p> <p>Individuals to place a sweet on the image over a jelly baby man to identify where you feel you are on the tree today and discuss reasons why you chose that spot.</p>	<p>Laminated jelly baby trees</p> <p>Jelly babies</p>

<p>10.20/ 1.20pm</p>	<p>Purpose – Our Values, Strengths and the difference we make.</p>	<p>To collaborative explore the shared values, strengths and ultimately the difference the VCSE workforce brings to its communities.</p> <p>Connecting to the big picture purpose which enables us to chunk down workforce exploration over the session.</p> <p>Small team exercise</p> <p>On power point slide display the below diagram with the inner circle labelled Values, middle circle Strengths, outer circle The UNIQUE difference our workforce brings to the system (our USP)</p>  <p>Delegates to work in 3 small teams - created using sweets</p> <p>Group 1:</p> <p>Delegates to consider the values of their organisation and explore commonality across the sector – reflecting thoughts into the centre circle</p> <p>Group 2:</p> <p>Delegates to consider the wider strengths of their own and other VCSE organisations workforce operating within a system/ locality context</p> <p>Group 3:</p> <p>Delegates explore the UNIQUE difference they make/ their USP to the system/ locality</p> <p>Feedback and consolidation</p> <p>Delegates to feedback discussion to the groups and address any gaps in responses by adding them onto the flip charts.</p>	<p>Flip examples of the circles labelled</p> <p>Flip</p> <p>Pens</p>
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10.40/ 1.40pm	Workforce structure	<p>Mixed small groups:</p> <p>Flip chart with a similar image to below to explore:</p> <p><i>How we structure our workforce to deliver its purpose, its values and desired outcomes.</i></p> <p>Flip chart to be drawn as a road map image with various signs of different colours labelled HR Challenges, T&C's, workforce profile, inclusion, networks, workforce models e.g. % volunteers vs paid, geography & locations, Policies & Processes</p> <p>Using either a green pen to describe current enablers or a red pen to define current barriers, delegates are to reflect upon the current workforce structure/ models in their own organisation, or what they know of others in their locality.</p>  <p>Groups to feedback to each other to understand similarity and difference.</p>	Pre-drawn flip pens
11.10/ 2.10pm	Desired future	<p>Each delegate is given 3 post its – 3 wishes</p> <p>Consider the perfect workforce conditions, the perfect teams, the perfect people, perfect collaborations that deliver the vision and impact you had always hoped for. For this this to be a reality in 5 years' time.... You have 3 wishes that enable you to get there.</p> <p>What are they....?</p> <p>Delegates to complete 3 wishes, one on each post it and add it to a dream future flip chart.</p> <p>Colleagues to review and establish any themes.</p>	Post its Pens Flip
11.20/ 2.20pm	Workforce capability – its skills and areas of development	<p>Gathering feedback on the current skills and capability of the VCSE workforce using 6 thinking hats as a frame for thinking and exploration.</p> <p>In pairs or groups of 3 delegates consider the:</p>	A4 questions pre prepared to add onto Flip

		<p>Current and future skills and capability of the VCSE workforce</p> <p>In 6 positions around the room labelled:</p> <p>Blue – Processes – divided into two. What processes help or hinder workforce skills and development?</p> <p>Red - Emotions – divided into two. Consider emotional responses that may help or hinder workforce skills and development?</p> <p>Yellow – Benefits – divided into two - what are the current strengths & challenges when reflecting on the skills of the VCSE sector workforce</p> <p>White – facts – divided into two – what do we know about the VCSE workforce, what don't we know?</p> <p>Green – innovation –divided into two - what do we do differently and creatively and what holds us back from innovating?</p> <p>Black - risks – what are our workforce risks?</p> <p>Commence at 5,4,4,3,3,2 minutes reducing down during the rotation</p> <div data-bbox="547 1193 1106 1608" data-label="Image"> <p>Edward de Bono's 6 Thinking Hats</p> <ul style="list-style-type: none"> BLUE HAT-Process The Big Picture/Thinking about Thinking What thinking is needed? Where are we now? What do we need to do next? RED HAT- Feelings Intuition, hunches, instinct. How do I feel about this? What do I like about these feelings? (do not like?) YELLOW HAT-Benefits The Positives Why is this a good idea? What are the advantages and benefits? WHITE HAT- Facts What do I know? What do I need to find out? How will I get the information I need? GREEN HAT- Creativity What new ideas are possible? What is my suggestion? How can this be changed or improved? BLACK HAT- Caution The Negatives What problems could arise? What are the disadvantages? <p>www.smarttinker.com</p> </div> <p>Alternative – predawn flip with all 6 hats and detail listed for groups to work through in sequence</p> <p>Review:</p> <p>Observations/ thoughts from the group – anything missing?</p>	<p>Pens</p>
<p>11.40/ 2.40pm</p>	<p>Leadership approaches</p>	<p>Using team image cards delegates to select an image that represents the leadership style they observe within their organisation/ sector</p>	<p>Team cards Flip</p>

		Delegates who chose the same card are to gather together with other individuals and reflect onto flip chart why you chose this card. Noting down the card you chose. Facilitator to rotate to understand choices and enable & ensure expression on 'why' onto group flip	Pen
11.50/ 2.50pm	IMPACT/ BOOM	Play Madonna 4 minutes... You have a lot less than 4 minutes! Reflect on our exploration and discussion this morning – you have 1 thing that has the most amazing impact, really going to bring the roof down..... What is your number 1 must do, must invest in, must have courage to do..... to enable the VCSE workforce achieve its full potential? Reflect all onto separate posts its and add to IMPACT flip....	Spotify Post its Flip pens
11.55/ 2.55pm	Review	Group informal review of session – reflect thoughts onto flip: WWW EBI Helped Hindered	Flip chart Pens
12 noon/ 3pm	Close	Thanks, next steps and close	

Appendix B

Reading List

- GM State of the Sector report 2017
- Greater Manchester Model
- GM H&SCP Taking Charge Strategy
- Health & Wellbeing Baseline Assessment
- Health & Wellbeing Exec summary v7
- Appendix to the Health & Wellbeing Board
- Cover paper Health & Wellbeing Baseline Assessment
- GM workforce collaborative fund application
- GM VCSE MOU

- Sector workforce slides
- Voluntary sector brief
- Existing VCSE sector workforce strategy
- Skills for Care - community skills

- Skills for Care - practical approaches to workforce planning
 - Macc & GMVCO website and history
 - ACEVO - Race and diversity.
 - Skills for Care - Community Skills around the person
 - 10GM report – LCOs and the VCSE in Greater Manchester
 - CLES - The nature and scale of employment agencies in Manchester
 - Macc Social & Corporate responsibility
 - Workforce Strategy for Alberta's Non-profit and Voluntary Sector
 - Peel Public Health – workforce development models and literary review
 - Leadership of whole systems - David Welbourn
 - Skills for local government - 3D workforce planning
 - HEE workforce development investment priorities paper
-