



Recognising, Understanding and Enhancing Resilience: Voluntary and Community Sector Resilience in East Sussex

What does a resilient Voluntary
and Community Sector (VCS)
look like? And how can we
work towards it?

BIG
Event

Outcomes of the SpeakUp Forum Big Event 2016
September 2016

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EXECUTIVE SUMMARY

In 2016, the VCS in East Sussex is facing numerous changes and uncertainties, and SpeakUp representatives decided that a Big Event exploring the “resilience” of the VCS would be valuable at this time. We began event planning with a broad understanding of resilience as “the capacity to survive and adapt in the face of change, challenge, and uncertainty”, and designed the Big Event both to build on this understanding and to help enhance VCS resilience in practice.

The purpose of this executive summary is to consolidate and document the key messages about VCS resilience that emerged from the SpeakUp Big Event 2016. The event itself comprised a series of different activities, and this report pulls together the content and outcomes from all these activities to present an integrated summary.

OVERARCHING OBJECTIVE OF THE BIG EVENT:

To develop a shared understanding of VCS resilience in East Sussex, and agree collaborative actions to enhance it.

SUB-OBJECTIVES:

- i. Recognise and define key components of resilience (assets) that already exist in East Sussex;
- ii. Recognise and define key uncertainties and challenges to VCS work;
- iii. Agree practical actions to work together to enhance VCS resilience in East Sussex.

The report includes a description of where the VCS is at now (assets and challenges), where we would like to go (vision), and how we would like to start getting there. The Big Event 2016 identified three areas of work (themes) for enhancing VCS resilience, and five key role players with whom to communicate these messages. This report is intended to form the starting point for communication with those key role players, as well as Big Event participants and others throughout the sector.

WHERE THE VCS IS AT NOW (EXECUTIVE SUMMARY)

| | Assets | Challenges and uncertainties |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Within us Assets and challenges that exist within VC organisations | <ul style="list-style-type: none"> The people! Staff and volunteers. Strong, trusting, long-established relationships between VCOs and their local communities. Well-established local services. Awareness of change and uncertainties, and willingness to adapt and work differently. Hope and continuing commitment. | <ul style="list-style-type: none"> Funding for individual jobs, organisations, and/or services is at risk and highly uncertain. Increased demand on local VCS services as public sector services are cut. Decreasing access to resources for small VCOs, such as low cost space, vehicles, or advice and expertise about technology or legal issues. Staff and volunteer wellbeing is neglected – by both organisations and individuals – and stress and long-term illness are common. |
| Between us Assets and challenges that exist between VC organisations | <ul style="list-style-type: none"> Active and supportive infrastructure organisations (Councils for Voluntary Services). Some strong networks among individuals and at local levels. Well-established countywide VCS forum (SpeakUp). Desire to collaborate and share resources. | <ul style="list-style-type: none"> Competition for funding (e.g. through competitive tendering) discourages collaborative working and resource sharing. Ineffective communication means organisations do not know about one another's activities, so duplication and “reinventing the wheel” is common. Lack of face to face engagement and opportunities for innovation and creativity. Absence of leadership: no one is leading or coordinating the efforts to communicate, collaborate, and share resources. The diversity of VCOs in the county means it is difficult to develop a shared understanding of opportunities, needs, and concepts. Differences in culture, ethos, and standards between organisations mean partnership working requires skills, time and commitment that may not be available. |
| Beyond us Assets and challenges that exist beyond VC organisations | <ul style="list-style-type: none"> Long-established working relationships between the VCS and the statutory sector. Statutory organisations that are committed to trying to work differently and engage in “co-production”. Hopeful, motivated and hard-working statutory sector staff. | <ul style="list-style-type: none"> “Co-production” efforts often slide into tokenism in practice, with a lack of parity between the statutory sector and the VCS. Funding, resourcing and capacity issues within the VCS negatively impact VCS ability to participate meaningfully in partnerships. Lack of openness, honesty and trust between the VC and statutory sectors. Lack of respect and trust between communities and health/social care teams. |

WHERE THE VCS WOULD LIKE TO GO (EXECUTIVE SUMMARY)

Vision for a Resilient VCS

Together we create an environment which enables:

- Individual wellbeing, and access to the skills and tools necessary to achieve it;
- Organisations to proactively share resources with one another;
- Initiatives to improve collaboration and communication;
- Capacity to explore, co-design and access diverse funding options.

Three themes for moving forwards:

- Communicating, collaborating and connecting;
- Capacity and resource sharing;
- Proactivity and positivity.

Two key considerations:

- Linking into existing processes
- Options for new initiatives

Five potential role players:

- SpeakUp Forum
- East Sussex Councils for Voluntary Services
- East Sussex County Council
- East Sussex Better Together working groups
- Connecting 4 You

PURPOSE OF THIS REPORT

The purpose of this report is to consolidate and document the key messages about VCS resilience that emerged from the SpeakUp Big Event 2016. The event itself comprised a series of different activities, and this report pulls together the content and outcomes from all these activities to present an integrated summary.

The report includes a description of where the VCS is at now (assets and challenges), where we would like to go (vision), and how we would like to start getting there. The Big Event 2016 identified three areas of work (themes) for enhancing VCS resilience, and five key role players with whom to communicate these messages. This report is intended to form the starting point for communication with those key role players, as well as Big Event participants and others throughout the sector.

INTRODUCTION

The Big Event is an annual one-day conference for the Voluntary and Community Sector (VCS) in East Sussex. It is organised by the SpeakUp Forum and provides a yearly opportunity for the VCS to come together and explore relevant developments and changes that affect the sector.

In 2016, the VCS in East Sussex is facing numerous changes and uncertainties, and SpeakUp representatives decided that a Big Event exploring the “resilience” of the VCS would be valuable at this time. We began event planning with a broad understanding of resilience as “the capacity to survive and adapt in the face of change, challenge, and uncertainty”, and designed the Big Event both to build on this understanding and to help enhance VCS resilience in practice.

OVERARCHING OBJECTIVE OF THE BIG EVENT 2016

To develop a shared understanding of VCS resilience in East Sussex, and agree collaborative actions to enhance it

SUB-OBJECTIVES FOR THE BIG EVENT 2016

- i. Recognise and define key components of resilience (assets) that already exist in East Sussex;
- ii. Recognise and define key uncertainties and challenges to VCS work;
- iii. Agree practical actions to work together to enhance VCS resilience in East Sussex.

The Big Event comprised a range of activities including:

- A conference presentation providing a broad overview of resilience as a concept (Appendix A);
- A conference presentation bringing resilience into context for the VCS in East Sussex (Appendix B);
- Nine breakaway workshops, each exploring particular components of resilience in detail (Appendix C);
- A final plenary workshop exploring the question: “What can we do to enhance VCS resilience?” (Appendix D);
- An advice and information fair, showcasing VCS, private and public sector programmes and partnerships across the county (Appendix E);
- Participant feedback forms which asked participants to describe the key assets and challenges of the VCS in East Sussex (Appendix F).

This report integrates the outcomes from all of these Big Event activities to present a broad picture of VCS resilience in East Sussex and a vision for enhancing it. We begin by exploring the concept of resilience in a little more detail (**UNDERSTANDING RESILIENCE AS A CONCEPT**), and introducing the local context in East Sussex (**LOCAL CONTEXT**). We then summarise the key components of resilience that already exist for the VCS, as well as the VCS’s key challenges and uncertainties (**UNDERSTANDING AND RECOGNISING VCS RESILIENCE**). In the final section, we present a vision and themes for enhancing VCS resilience, and the next steps that the SpeakUp project commits to take (**ENHANCING VCS RESILIENCE**).

UNDERSTANDING RESILIENCE AS A CONCEPT

We began the Big Event with a broad and basic understanding of resilience as “the capacity to survive and adapt in the face of change, challenge and uncertainty”. The first plenary presentation of the day “Understanding Resilience – Within Us, Between Us, Beyond Us” by Trevor Hopkins of Asset Based Consulting, explained the latest thinking on resilience and built on this basic understanding. The essentials of Trevor’s presentation – which are the essentials on which the Big Event explored the resilience of the VCS in East Sussex – are summarised below. Trevor’s full presentation can be found in Appendix A.

Resilience: the capacity to survive and adapt in the face of change, challenge and uncertainty

- Resilience is not a simple trait. Resilience is an outcome that emerges from a combination of internal characteristics, external resources, and relationships.
- These characteristics (e.g. attitudes, skills), resources and relationships are referred to as “assets”.
- Having a particular set of assets does not guarantee resilience, but can make a resilient outcome (survival and successful adaptation) more likely.
- Resilience can exist in any given entity. For the Big Event, the entities we considered were individuals, organisations, communities and, of course, the VC sector as a whole.
- For any given individual, organisation, community or sector, the resilience of that entity is fundamentally connected to and supported by the resilience of other entities. Assets exist “within, between, and beyond” individuals and groups.

Our understanding of the resilience of the VCS in East Sussex, then, was developed in terms of the assets and challenges/uncertainties:

- **Within us** – attitudes, skills, resources and relationships that exist within voluntary and community organisations, and within the individuals that make up our VC organisations;
- **Between us** – relationships, resources, skills and attitudes that exist between VC organisations in the county; and
- **Beyond us** – relationships, attitudes, resources and skills that exist beyond the VC sector e.g. in the statutory and private sectors, and in the partnership work that happens among the sectors.

LOCAL CONTEXT: THE VCS IN EAST SUSSEX

The VCS in East Sussex is a **micro-sector**, consisting of large numbers of small organisations.

We have **over 1000 voluntary and community organisations (VCOS)**, the majority of which have come directly out of the local communities they serve.

There are **three Councils for Voluntary Services (CVSS)** in East Sussex, providing practical support for VCOS and leadership for key local and countywide projects.

The SpeakUp Forum is a countywide representative structure for the VCS, supporting strategic partnership working, networking, and information sharing at county level.

East Sussex County Council (ESCC) and the local NHS Clinical Commissioning Groups (CCGs) are rolling out **East Sussex Better Together**: a large-scale, 150-week programme to fundamentally restructure health and social care services in the county. **The VCS has been involved in East Sussex Better Together** since it began in August 2014, through representation via the SpeakUp Forum and core project work undertaken by the CVSSs.

A central strand of East Sussex Better Together is **Community Resilience**. A comprehensive project to engage communities across the county about identifying and enhancing community assets was completed in July 2016, and has informed ESBT priorities and actions going forwards. Three working groups, each including ESCC, CCG and VCS participants, now focus on the key areas: **Communicating and Collaborating; Resourcing; and Involved Communities and Volunteering**.

The Big Event 2016 was designed with this context firmly in mind. The ESBT Community Resilience project inspired SpeakUp to recognise the value of 'asset-based' and 'resilience' thinking, and to turn the focus from *community* to consider the resilience of the VCS *as a sector*. The Big Event was not intended as a stand-alone event, but as an opportunity to reflect on and complement broader processes in East Sussex. We hope that the understanding and vision presented in this report will be incorporated into ongoing work being led by ESCC, the ESBT programme, the SpeakUp Forum, and the local CVSSs.

RECOGNISING AND UNDERSTANDING VCS RESILIENCE IN EAST SUSSEX:

KEY ASSETS AND CHALLENGES

In order to understand VCS resilience in East Sussex, we sought to recognise and understand both the assets of the sector and the challenges/uncertainties that the sector is currently facing.

The assets of the VCS, and the key challenges/uncertainties that the sector is currently facing, exist “within, between, and beyond” individuals and groups.

Every one of the activities at the Big Event discussed VCS assets and challenges at one or more of these levels (within us, between us, beyond us). Here we present a summary of the points that were repeatedly highlighted throughout the event and/or explicitly agreed by participants to be key. The summary draws particularly strongly on the:

- Final plenary workshop (Appendix D);
- Participant feedback forms (Appendix F); and the
- Conference presentation bringing resilience into context for the VCS in East Sussex (Appendix B).

Resilience: the capacity to survive and adapt in the face of change, challenge and uncertainty

Assets: the resources, relationships, skills and attitudes that contribute to resilience

| | Assets | Challenges and uncertainties |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Within us Assets and challenges that exist within VC organisations | <ul style="list-style-type: none">• The people! Staff and volunteers. Their passion, skills, dedication, knowledge, talent, experience, longevity, enthusiasm and general “fabulousness”!• Strong, trusting, long-established relationships between VCOs and their local communities.• Well-established local services.• Awareness of change and uncertainties, and willingness to adapt and work differently.• Hope and continuing commitment. | <ul style="list-style-type: none">• Funding for individual jobs, organisations, and/or services is at risk and highly uncertain.• Increased demand on local VCS services as public sector services are cut.• Decreasing access to resources for small VCOs, such as low cost space, vehicles, or advice and expertise about technology or legal issues.• Staff and volunteer wellbeing is neglected – by both organisations and individuals – and stress and long-term illness are common. |
| Between us Assets and challenges that exist between VC organisations | <ul style="list-style-type: none">• Active and supportive infrastructure organisations (Councils for Voluntary Services).• Some strong networks among individuals and at local levels.• Well-established countywide VCS forum (SpeakUp).• Desire to collaborate and share resources. | <ul style="list-style-type: none">• Competition for funding (e.g. through competitive tendering) discourages collaborative working and resource sharing.• Ineffective communication means organisations do not know about one another’s activities, so duplication and “reinventing the wheel” is common. |

| | | |
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| <p>Beyond us Assets and challenges that exist beyond VC organisations</p> | <ul style="list-style-type: none"> • Long-established working relationships between the VCS and the statutory sector. • Statutory organisations that are committed to trying to work differently and engage in “co-production”. • Hopeful, motivated and hard-working statutory sector staff. | <ul style="list-style-type: none"> • “Co-production” efforts often slide into tokenism in practice, with a lack of parity between the statutory sector and the VCS. • Funding, resourcing and capacity issues within the VCS negatively impact VCS ability to participate meaningfully in partnerships. • Lack of openness, honesty and trust between the VC and statutory sectors. • Lack of respect and trust between communities and health/social care teams. |

ENHANCING VCS RESILIENCE IN EAST SUSSEX:

VISION AND NEXT STEPS

The Big Event set out to agree practical actions to work together to enhance VCS resilience in East Sussex. The plenary workshop, which concluded the event, explicitly focused on doing just this! Each of the nine breakaway workshops fed into the plenary workshop a short answer to the question “What can we do to enhance VCS resilience?” (Appendix E). Participants in the plenary then reflected on all these answers, identified themes, and discussed a wide range of possible actions, role players, and dependencies (Appendix B).

What emerged from these discussions was a vision for a resilient VCS in East Sussex, which incorporates and cuts across three broad themes. Participants agreed there are particular opportunities for the VCS to build on assets and work around challenges in these three (thematic) areas.

THEMES FOR ENHANCING RESILIENCE

- Communicating, collaborating and connecting;
- Capacity and resource sharing;
- Proactivity and positivity.

VISION FOR A RESILIENT VCS IN EAST SUSSEX

Together we create an environment which enables:

- * Individual wellbeing and access to the skills and tools necessary to achieve this;
- * Organisations to proactively share resources with one another;
- * Initiatives to improve collaboration and communication;
- * Capacity to explore, co-design and access diverse funding options.

Working towards this vision is a long-term and complex endeavour, and the themes that emerged clearly complement those of other processes in East Sussex e.g. the ESBT Community Resilience work. Practical actions from here require: a) leadership, and b) strong connectivity with ongoing projects and programmes. As such, the next steps that the SpeakUp project will be taking are to communicate with key role players about the contents of this report. With them, we will share the Big Event’s understanding of VCS assets and challenges, our vision and themes, and discuss how these can be linked into existing processes. If there are gaps, we will consider options for new initiatives, and how these might be led and funded.

NEXT STEPS

Conversations with:

- **The SpeakUp Forum** – to incorporate Big Event outcomes into the 2016 SpeakUp refresh, and review existing and potential SpeakUp activities and initiatives;
- **The three Councils for Voluntary Services** – to discuss and link with existing processes and consider options for new initiatives;
- **East Sussex County Council** – at the next ESCC-VCS Liaison Meeting, to discuss links into existing processes and consider options for new initiatives;
- **East Sussex Better Together working groups** – to discuss connecting Big Event outcomes with existing workplans and milestones.
- **Connecting 4 You** – to discuss connecting Big Event outcomes with existing work

CONCLUSION

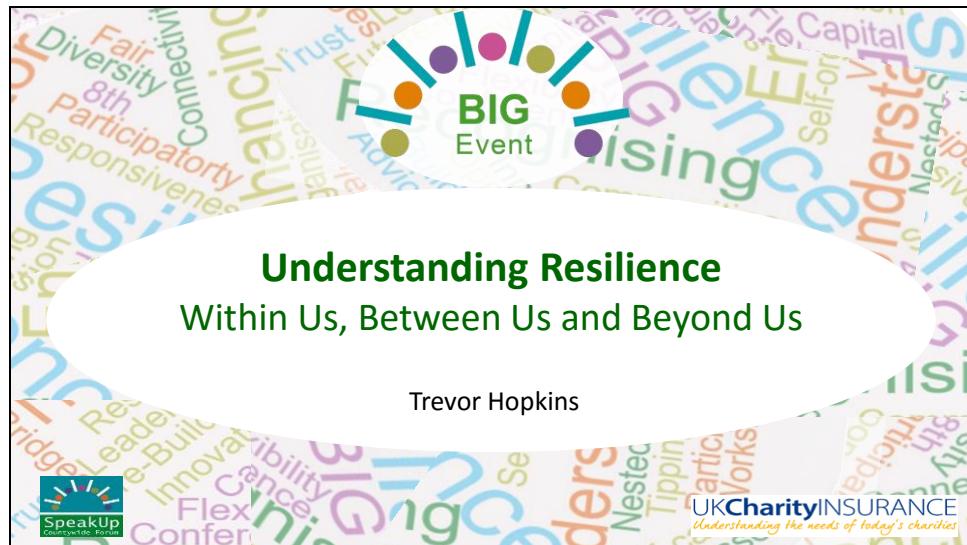
The Big Event 2016 set out to recognise and understand the resilience of the VCS in East Sussex, and to agree practical actions to work together to enhance it. We identified the key assets that contribute to resilience within us, between us, and beyond us, as well as the challenges and uncertainties which the sector currently faces.

We described a clear and simple vision for a resilient VCS and three broad themes around which future work can be done. The SpeakUp project will communicate with five key role players in the county to share these Big Event outcomes with them, and discuss possibilities for linking into existing processes or developing new initiatives.

APPENDIX A:

Understanding Resilience – Within Us, Between Us, Beyond Us

Big Event 2016 Conference Presentation by Trevor Hopkins



Outline of the presentation

- What is resilience?
 - Status quo resilience
 - Transformational resilience
- Asset approaches and resilience
 - Understanding resilience
 - Salutogenesis
 - Asset approaches to community development
- Promoting resilience
 - Economic activity
 - Infrastructure
 - Governance
- Beginning the conversation



Sources



What is resilience?

- An ability to withstand stress and challenge?
- Preparedness, planning and mitigation?
- Resilience is at risk of being understood either as a personal capacity or as technological solutions to predictable events.
- For individuals, families and communities it needs to take account of wider economic and social conditions and determinants



Two types of resilience

- ‘Status quo resilience’
 - *Bouncing back or rebounding*
- ‘Transformational resilience’
 - *Bouncing forward or successful adaptation*



Understanding resilience

Resilience can be found:

- Within us
- Between us
- Beyond us

[Video](#)

Seaman Dr P – ‘Resilience for Public Health’ - Glasgow Centre for Population Health (2014)

Social capital: bonds within us between us and beyond us

- **Bonding capital** - links with similar people, similar outlooks and values, Strong ties, good for “getting by” or “bouncing back”
- **Bridging capital** - links with people with different outlooks and values, weak ties, good for “Getting on” and bouncing forward: adapting to changed circumstance and crises.
- **Linking capital** - links with those who make decisions that effect that community



Putnam R – ‘Bowling Alone’ – Publisher Touchstone (2000)

Asset approaches and resilience

There is a wide base of activity that can be described as asset-based.

Broadly, asset-based working draws on three related strands of theory, evidence and practice:

- The evidence on Transformational resilience
- Salutogenic theory and the idea of positive health and wellbeing
- The practice of Asset Based Community Development and related approaches



Hopkins T & Rippon S – ‘Head, hands and heart’ – The Health Foundation (2015)

Salutogenic Theory

- Literally means ‘What makes us healthy?’ from the Latin ‘salus’ - health; and Greek ‘genesis’ - the origin.
- Developed by American Israeli medical sociologist Aaron Antonovsky from the 1970s
- Working with women who were holocaust survivors
- Health is not a “state” as defined by the World Health Organization (1946) it is a continuum and a resource for life.
- Proposed ‘Sense of Coherence’ (SOC) in 1992



A Sense of Coherence

- **Comprehensibility**
An individual's cognitive ability to understand and find meaning in a situation
- **Meaningfulness**
Having reasons motivation, hope and a positive outlook about moving forward
- **Manageability**
Having the skills, ability, support, help and resources to meet life's challenges and feeling that these things under your control



Asset Based Community Development...

- Developed by John McKnight & John Kretzman – Northwestern University, Chicago (1993)
- A method of community and network building that starts by locating the assets, skills and capacities of individuals, local associations and organisations, rather than focusing on their needs and deficits.
- The aim is to help people to improve their resilience, independence and wellbeing by focusing on what can be done by working together.



Community asset mapping

The actual and potential assets of:

- Individuals
- Associations
- Organisations

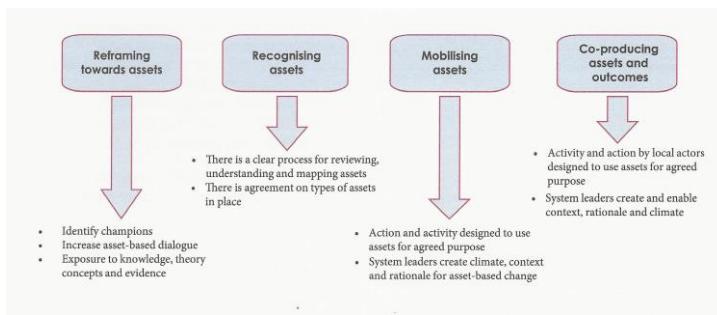


Kretzman J & McKnight J - 'Building Communities from the Inside Out' (1993)



How do we know resilience is being built?

A Theory of Change



Connections between the theory, evidence and approaches to building resilient communities

| Resilience | Asset-Based Community Development | Social Capital | Salutogenic Theory |
|------------|-----------------------------------|----------------|--------------------|
| Within us | Individual | Bonding | Comprehensibility |
| Between us | Associations | Bridging | Meaningfulness |
| Beyond us | Organisations | Linking | Manageability |

Applying 'Theory of Change' to evaluating the effectiveness of these approaches

- Within us: Recognising our assets
- Between us: Mobilising these for a purpose
- Beyond us: Co-producing outcomes



Promoting resilience – economic activity

- Not 'what makes the economy resilient?' but 'how does the economy support the resilience of communities and individuals?'
- Make work pay psychosocially as well as materially
- Employment as a source of personal meaning and growth - What is within us
- Work as source of social solidarity –What is between us



Promoting resilience – infrastructure

- A mindset shift is required from “*What makes infrastructure resilient?*” to “*How does infrastructure support resilient communities?*”
- Infrastructure should allow people and communities to meet their everyday needs - *status quo resilience*...
- ...but also to promote capacity to bind and connect - *transformational resilience*
- Increase *bridging capital*



Promoting resilience – governance

Governance should:

- Establish networks of citizen activity before crisis emerges
- Be participative and promote devolved decision making
- Develop *linking capital* between decision makers and communities effected



Beginning the conversation

- Resilience is at risk of being understood either as a personal capacity or as technological solutions to predictable or unpredictable events
- Recent understanding locates community support for transformation as crucial for adaptation in times of challenge
 - What do you do already?
 - What is missing?
 - What support do you need?



“The asset approach is a set of values and principles and a way of thinking about the world.”



It takes everyone to build a healthy, strong and safe community.



www.assetbasedconsulting.net

APPENDIX B:

Recognising and Understanding VCS Resilience in East Sussex Big Event 2016 Conference Presentation by Steve Manwaring

A Resilient Community: A Resilient Sector

The Big Event 6th July
Presentation by members of the
VCS SpeakUp Forum

Community Assets

- the skills, knowledge, **connections** and leadership of local residents
- the **collective impact** of local informal associations and clubs
- the **collective resources** of public, private and non-profit institutions
- the effective **support** of voluntary sector infrastructure organisations
- the physical **capacity** and resources of local places
- the shared stories, **culture** and heritage of **communities**.

2 priorities for SpeakUp members

- To increase the effectiveness and impact of the voluntary sector so that it can support communities to become more resilient by enabling neighbours, communities and families to support one another and local people in taking action to improve their area
- To enhance local VCS capacity to deliver quality local services that best meet, and are responsive to the needs of local people

Networking and Connecting

- Peer learning
- Sharing of ideas (and resources)
- Identification of trends and issues
- Building knowledge about changes and new services
- Developing new connections between people and projects
- Making it easier for new residents or workers to orientate themselves
- Celebrate successes and overcome barriers!

Investment and Resources

- Need for easy access to grants and capacity building
- Enhancing philanthropy and local giving
- Funding advice is crucial
- Tackling commissioning and longer term funding creatively
- Making informed choices when cutting budgets which recognise VCS role and issues
- Not just about money – buildings, advice and technical support

Collaboration, Co-design and Partnership

- Easy to say – more difficult to do
- Strong track record of VCS involvement via SPEAKUP
- Beginning to test capacity of VCS leaders
- Finding new ways of making this efficient
- Ensuring that involvement is at the right levels and genuine

Localities and Learning

- A need to discuss locality working and how we “join the dots”
- A need to understand Link workers and how their role will be supported
- Opportunities to support work at a local practitioner level
- Opportunities for joint 50/50 training and development events

Limits and Risks

- We need to be clear Community Resilience contributes to but cannot on its own resolve structural health inequalities
- We need to know when to “get out of the way” and when to step forward to help communities manage risk and ensure activity is safe.

Ownership

- Communities need to feel that they own the process
- Our approach needs to create the right conditions for community action – not seek to manage it.
- Learn the lessons of other programmes
- The way we manage CR programmes and projects are evaluated and monitored needs to be long term and very flexible
- Change will be gradual and seen over time

Volunteering and Supporting Activism

- Look at the infrastructure we need to support volunteers
- Celebrate the work and achievements of local people
- An annual neighbourhood event for volunteers?
- Supporting VCOs to enhance their offer to volunteers and promote creative ways of involving people
- Create more informal and dynamic “one off” opportunities for local people to make a difference

Celebrating Success

- Celebrate the things which have made a genuine difference
- Understand why they worked
- Think about whether they can be reproduced in other areas
- Find ways of promoting the achievements of local people

Information and Knowledge

- Local information about what's going on
- Building knowledge about local services
- Creating better routes into services
- Looking at this issue from the perspective of a new resident

Keep it simple!

- How easy is it to give your time, get involved and make a contribution?
- How easy is it to get small amounts of money to turn an idea into a small project?
- How easy is it to find out what is going on?
- How easy is it to get support or advice if I need it?
- How wide is the gap between those receiving services and those planning them?

Thank you for listening

APPENDIX C:

Enhancing VCS Resilience – Suggestions for Actions

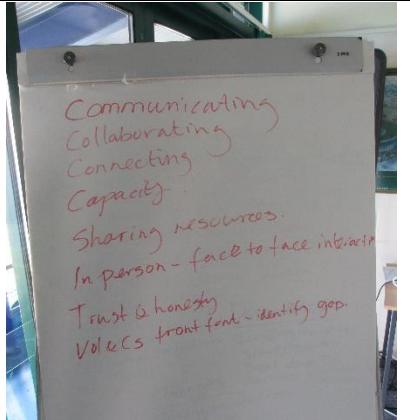
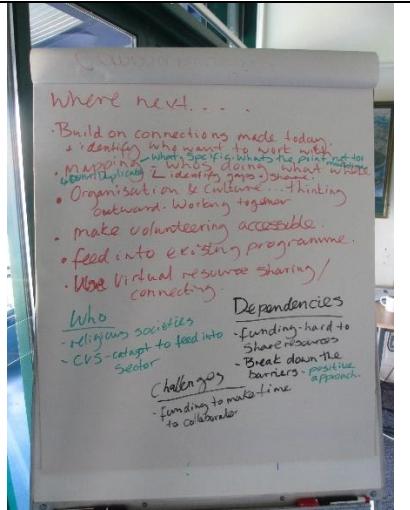
Big Event Breakaway Workshop Outcomes

| WORKSHOP NAME | WORKSHOP FACILITATOR | RESPONSES TO THE QUESTION “WHAT CAN WE DO TO ENHANCE VCS RESILIENCE”? |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operation Shine! Improving your personal resilience, health and wellbeing | Brenda Bruzon: Volunteer Centre East Sussex & Spiritual Companion | Better communication and mapping to draw on existing resources and avoid duplication |
| Building Financial Resilience | Julie Eason: Julie Eason Consulting | Diversify your funding base; put beneficiaries front and centre; and get/ stay creative. |
| Fragile Assets: Practice that strengthens and supports | Jayne and Trevor Hopkins: Asset Based Consulting | Work towards more collaboration across all sectors; work in communities to create and sustain better integration, happiness, equal and inclusive communities, and high achieving and fulfilled communities. |
| Community Resilience in Emergencies | Glenn Jones: East Sussex Fire and Rescue Service | 3 Effective C's: Communication, Control, Co-Ordination. |
| Building Connections with Local Businesses | Mebrak Ghebraweldi: Diversity Resource International | Communication. |
| Integrated Localities: Embedding prevention at the heart of Integrated Locality teams | Peter Lister: Locality Support Development, East Sussex County Council | Value and respect all contributions; develop trust; ensure collaborative working is meaningful and equal (there is parity); ensure continued networking. |
| Partnering and Collaborating Within the Third Sector | Marie Casey: seAp Advocacy | Increase capacity to network and collaborate; bring people and places together. |
| New Models of Care, New Opportunities for Collaboration and Partnerships: Accountable care | Vicky Smith: Accountable Care Strategic Development, East Sussex Better Together | Participate in network and forum meetings to share information and resources; review and refresh the numbers of networks and forums, and their topics, membership, and make up (countywide, local, interest based); break down barriers between statutory and voluntary sector. |

APPENDIX D:

Enhancing VCS Resilience – Themes and Action Steps

Big Event 2016 Plenary Workshop Outcomes

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| <p>Themes</p> <ul style="list-style-type: none">• Communicating• Collaborating• Connecting• Capacity• Sharing resources• In person, face to face interactions• Trust and honesty• VCS being on the front foot / proactive – identifying gaps or opportunities, not just waiting until things are offered |  |
| <p>Where next?</p> <ul style="list-style-type: none">• Build on the connections made today. Being here at the Big Event helps build trust and gives us opportunities to identify who might want to work with who.• Mapping: who does what where and what resources they have – then we can identify gaps and share resources. BUT don't waste time doing a new mapping exercise, must be specific and quick and useful!• Organisational cultures and leadership: we must look internally, and think externally to work together.• Make volunteering accessible.• Feed this rich data from the Big Event into existing programmes.• Investigate possibilities for virtual services / technological innovations that connect people and enable resource sharing (might be more efficient and effective than mapping). |  |
| <p>Who should be involved?</p> <ul style="list-style-type: none">• There seems to be a lack of participation from religious societies at the Big Event, so they need to be brought in• CVSSs are key leaders for activities, and especially for catalysing funding for the sector. From today, can the CVSSs help secure investment to help deal with our lack of capacity? | |
| <p>Are there any dependencies?</p> <ul style="list-style-type: none">• Around funding and risk: when there is limited funding or high risk, it becomes prohibitive to collaborate – finding time and other resources to work together, and being able to share resources.• We can only move forwards if we think more positively, and break down the barriers between us! | |

APPENDIX E:

Projects, programmes and partnerships across East Sussex

Big Event 2016 Advice Fair Exhibitors

3VA

3VA/East Sussex Fire and Rescue Service

Age Concern Eastbourne

Beating Bowel Cancer

Care for the Carers

Community University Partnership Programme, University of Brighton

Computers for Charities

Diversity Resource International

East Sussex Hearing Resource Centre

Eastbourne Borough Council

East Sussex County Council: Building Better Communities

East Sussex County Council: East Sussex in Figures

East Sussex County Council: External Funding Team

East Sussex County Council: Live Well

East Sussex County Council: One You/How Are You

Hastings Voluntary Action

Home-Start East Sussex

Lawson Lewis Blakers

Reid Briggs Insurance Brokers

Rotherfield St Martin

SeeAbility

Southdown

SpeakUp Forum

thebestof Eastbourne

UK Charity Insurance

Volunteer Centre East Sussex

APPENDIX F:

Assets and Challenges of the VCS in East Sussex

Big Event 2016 Participant Feedback Forms

Q: What do you see as the East Sussex voluntary and community sector's assets and strengths?

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| Energy, passion, intelligence; Personal relationships and connections that have serious longevity. |
| The frontline workers are a strength to be very much celebrated. The passion and empathy of these people is what makes these organisations work for clients, and I feel the value of staff should be of utmost importance to their organisations, but again, this does not feel authentically apparent. |
| Hope and the aspirations to make our communities stronger |
| Existing experience, passion and dedication of workers and volunteers to make our community better for all |
| Coming together and having a voice; being more flexible in approaches to the work; being closer to the communities we serve; being more trusted by the community; being based in community venues; driving innovation; access to other funds |
| Sound experience and understanding of their work area and local community(s). Their practice is always grounded in local lived experience. |
| There are so many people, associations, and organisations that have so much to offer, so it is all out there - assets and strengths - it is utilising those properly now that is important. |
| Doing a great job tackling difficult issues that in the old days were dealt with by central government. People working together to improve each others' lives. |
| Passionate to serve the public. Services already in place - build on what is already working. Good people! |
| The people and knowledge we gained |
| Being able to get groups together |
| Shared ideas. Resources |
| The people! |
| Varied skills. People in the communities. |
| Commitment. Drive. Talent. Passion. Fabulousness. |
| A real desire to make East Sussex a better place to live and work |
| Assets - skilled people with a wealth of knowledge and real links within their local communities |
| Resources (not funding). Wide diversity of volunteering models |
| Shared vision |
| Some skilled people |
| Passion for delivery services and passion for making East Sussex a better place to live and work. Histories. Knowledge. |
| The people and very small groups (often) making a huge difference |
| Good infrastructure organisations |
| There is a wide and sizeable volunteering base |
| 1. Passion and caring; 2. Resilience |
| Passion. Openness to collaborate |
| Strong networks, dedicated individuals running groups |
| Geographical strength and cohesiveness |

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| Awareness of need to ensure 'shrinking' and resources are used to best effect - administration costs should not exceed face to face delivery costs |
| People who are passionate and dedicated |
| Infrastructure support and relatively open cooperation within and with other parties / stakeholders. Feels like more and more council/statutory staff attend Big Event in last few years - shows shift and positive development. |
| 1) People, volunteers, staff; 2) Passion, cause; 3) Knowledge |
| Access to communities |
| Working to get funding and networking going |
| Communication |
| Committed to making East Sussex a better place to live |
| Well established services; Good infrastructure organisations (CVS) |
| Knowledge of the community and the people living within; Front line work; Passion and commitment |
| Volunteer enthusiasm and bucket loads of discretionary effort |
| People |
| Number of organisations, diversity |

Q: What do you see as the biggest challenges to the resilience of the voluntary and community sector in East Sussex?

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| Everyone REALLY understanding what we mean by "collaboration" and "coproduction" and walking that walk. Lots of people seem to think they are walking it, when actually they're only just talking it. |
| The competition between organisations (funding) creates a divide which discourages the sharing and partnership working which was clearly (from the event) such an important resilience tool in theory. ; Despite personally wanting to share / work with other organisations for the benefit of clients and the community, I definitely feel management (in my organisation, as well as others) does not wish for this at any meaningful level, therefore efforts become tokenistic and a waste of time in themselves. |
| That we learn as organisations to work together. |
| Unpredictable funding affecting sustainability of services; communication problems - lack of awareness of who's doing what where - so duplication and reinventing the wheel over and over at different times and in different locations |
| It may be difficult to have a shared understanding of resilience as there are a range of organisations ranging from very small upwards. It was clear from the conference that there is a lot of uncertainty across sectors but it is important that as the VCS we are able to convey a united understanding to other sectors and ensure that there is not a 'tokenistic' approach taken in co-production of services. Capacity of the community sector is also a challenge with increasing demands it is important that partners from the statutory sector understand that there is a cost to our services to be involved with no funding. |
| Collaborating in practice |
| People/organisations not willing to communicate, network and share. Organisations not knowing about each other, and not wanting to know it. |
| Improved linkage between organisations to maximise the use of resources and prevent the "reinvention of the wheel . More joined up thinking. |
| Pleasing everyone, getting it (?) right, different needs in one community. Implementation! Resources. Money! |
| Finance or lack of it |
| Funding |

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| Funding. Capacity of organisations. Communication. |
| The Government |
| Sharing of resources / funds |
| Resource. Capacity. Competition |
| Trust and hope |
| As we move forward - the economic impact of continued budgeting constraints in a local/national scale |
| Finance due to government budget cuts |
| Simplifying communication channels and collaboration |
| Communication |
| Lack of funding for basics |
| Communication |
| Funding and the way in which services are commissioned ie CCT8 short-term funding |
| Funding cuts and sometimes money going to larger organisations which are not producing the outcomes but are good at self promotion and ticking boxes. Small groups won't do commissioning processes. |
| Money, infrastructure, funding, time capacity |
| Funding |
| 1. Anxiety over funding; 2. Funding limitations preventing connections |
| capacity/expectation to meet gaps of reducing statutory sector with inadequate resource |
| A lack of face to face communication, hence the importance of events like this. Groups in competition for funding |
| Working together collectively. Diverse range of organisations who may not necessarily have a shared interest/vision |
| Sharing resources. But would be financially and practically very viable if shared administration exists. |
| Someone leading the efforts to collaborate and share |
| Division following result of EU referendum and impact of that e.g. no EU funding, increase in racism. Austerity. And sustainability - our planet is being destroyed, this will affect us all. |
| Post-referendum splits, divisions, racism and xenophobia; Austerity, cuts, privatisation, destruction of public services - survival of a genuine VCS, what makes it voluntary and community? |
| Duplication and fragmentation of the sector and resources available |
| Need vs resources |
| Funding / networking |
| Lack of funding for basics |
| Funding: despite trying to diversify it has been tricky. Cuts to public sector funding; low interest rates mean BLF etc don't have as much |
| Working together in partnership to develop innovation and new ideas |
| Lack of parity between statutory and voluntary sector |
| Coordination across organisations and cooperation between competing organisations |

Language

Partnership working