

THEORY OF CHANGE FOR NORTH YORKSHIRE VCS LEADERSHIP HUB

A **Theory of Change** has been developed by the North Yorkshire VCS Leadership Hub's Steering Group to ensure that the research, development and future delivery for the hub is tied to a clear and agreed vision, mission, outcomes and impacts.

Our Theory of Change articulates what **solutions** the hub will offer to best meet the need and why (Vision); **how** the hub will address these and solutions overcoming barriers to access (Mission); the medium-term **difference** this will make (Outcomes) and the longer-term **changes** (Impact) for individuals, organisations and the sector that will result.

ISSUES/CHALLENGES/PROBLEMS TO BE ADDRESSED?

Voluntary and Community Sector (VCS) leaders in North Yorkshire have a: Lack of opportunities to enhance leadership skills; Lack of access to local, affordable development opportunities; Few opportunities for emerging leaders to network and share with one another or influence sector strategy; Lack of peer support/sharing mechanisms for existing or new-in-post senior leaders; Lack of diversity and leaders with disabilities; No collective infrastructure to enable cross-sector collaboration to address common challenges and; Lack of career paths within and into the VCS.

(2010 NCVO Leadership Commission – Leadership 20:20 Cabinet Office)

SOLUTIONS

Community First Yorkshire is creating flexible and accessible **leadership development and support opportunities right here in North Yorkshire**, accessed through the VCS Leadership Hub. These will build leadership skills and confidence and enable us to connect, share and work more effectively together for the communities we support.

The hub takes the approach that leadership is a **mindset** and a practice, not a person, and so it applies to everyone. In a changing and challenging world, we all have the opportunity to be leaders – whether we lead an organisation, a team, or a project. By providing access to a range of development programmes, resources, events and peer support opportunities, the hub will empower voluntary and community sector (VCS) employees and community champions in North Yorkshire to adopt the leadership framework that best suits them and develop their own personal, but complementary, **leadership approach**.

VISION

For North Yorkshire's Third Sector to be successful through excellent leadership.

VCS LEADERS IN NORTH YORKSHIRE NEED TO BE:

- Confident, inspiring communicators
 - Empowering and enabling
- Strategic, visionary and future-focused
 - Collaborative and connecting
 - Trusted, values-led role models
 - Driving action and change

(based on 2019 research with stakeholders and key audiences)

MISSION

- To champion excellent leadership for North Yorkshire's Voluntary and Community Sector
- To encourage access to local, flexible and affordable leadership development programmes
 - To enable cross-sector collaboration through peer support, mentoring and sharing
 - To attract and nurture diverse leaders

VALUES

Transformative, Connecting, Flexible, Accessible and Inclusive and Inspiring

ACTIVITIES	OUTPUTS PA (1-2 yrs)	OUTCOMES (3 yrs)	IMPACTS (5-6 yrs)	INDICATORS
<ul style="list-style-type: none"> • Provision of a Hub of flexible, self-served, cost-effective, accessible reflection and development opportunities • Support for individuals to set own goals and go on unique leadership journeys • Provision of affordable access to peer mentors and coaches • Facilitate safe spaces for reflection and peer support • Coordination of local leadership networks and forums to share cross-sector knowledge • Enable access to VCS-tailored learning and development programmes • Referral for wider support, e.g. management, infrastructure • Provision of confidential crisis support service/coaching • National leadership expertise in North Yorkshire – locally-delivered, subsidised or funded development programmes, courses and 	<ul style="list-style-type: none"> • 6 hub network events and 75 participants • 100 hub network registrations - individuals/organisations • 30 coaching/mentoring registrations • 20 self-reported diverse registrations/participants • 200 website unique visitors • 15 Signposts/referrals to other support • 6 case studies a year to demonstrate collaboration, innovation and movement on strategic and joint projects 	<p>Individuals – 50% increase</p> <ul style="list-style-type: none"> • self-reporting enhanced leadership skills, behaviours and attributes in place (survey) • self-reporting use of leadership learning on the job (survey) • enhanced peer support (network registrations/feedback) • self-reporting increased confidence to take up opportunities for leadership progression • self-reporting increased no. of useful connections across the sector • self-reporting that the hub made a difference to peer networks/sharing <p>Sector</p> <ul style="list-style-type: none"> • More successful organisations/sector (growth/turnover/staff vs. Third Sector Trends) • Increased collaboration (stakeholder eval/survey) • More collective action (new projects, programmes, campaigns, consultations) 	<ul style="list-style-type: none"> • Embedded leadership development culture within NY VCS • Improved resilience of organisations • New ways of working • More talent management • Entrepreneurial leadership • Collective, unified, stronger • More diverse leadership 	<p>Outputs</p> <ul style="list-style-type: none"> • Registration forms for network/events/mentoring/coaching • Equal opportunities monitoring forms • Evaluation forms for events • Web analytics • Annual survey • Signposting/referral to other support • sustainability against Durham Third Sector Trends report <p>Outcomes</p> <ul style="list-style-type: none"> • Self-reporting via self-diagnostic • Network review focus group • Annual survey (VCS staff, chairs/trustees, community leaders) • Stakeholder/key informant interviews (perceptions of change)

<p>events in partnership with national providers</p> <ul style="list-style-type: none"> • Inspiration – case studies, blogs, vlogs, podcasts, real people sharing real stories • Information – research, reading lists, downloads • Conversations – hub staff, peers, coaches/mentors, leadership professionals • Facilitated discussions enabling collaboration • Talent pathway support for aspiring leaders (shadowing/mentoring) 		<ul style="list-style-type: none"> • Increased joint cross-territory and cross-sector funding, services, advocacy (survey) • Increased social capital - connections/knowledge (survey) 		<ul style="list-style-type: none"> • 6 case studies a year to demonstrate collaboration, innovation and movement on strategic and joint projects <p>(also see Outcomes)</p>
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AUDIENCES

The leadership hub aims to empower VCS employees and community champions in North Yorkshire to adopt a leadership approach and leadership practice in the way they work with others, so **hub services and resources are open to all**. The Hub seeks, where possible, to diversify VCS leadership to better reflect the communities we serve, by encouraging diverse employees and trustees to participate in its activities.

The hub will be of particular use to:

- Established leaders
- New-in-post leaders
- Senior managers
- Emerging managers or leaders
 - Service delivery managers
- Volunteer managers and coordinators
- Project leaders and leaders without teams
 - Chairs and Vice Chairs
 - Community leaders
- Rural community leaders (parish councils, village halls)

THE NARRATIVE OF CHANGE

The operating environment for VCS organisations is changing at a rapid pace with demand increasing and ever decreasing resources. Strong, focused and visionary leadership across our diverse sector is now more vital than ever before if we are to anticipate and face challenges, seize opportunities, influence and present our case to funders, and present a unified voice to ensure we can continue to deliver and improve our services for communities.

VISION

Our vision is to champion excellent leadership for North Yorkshire's voluntary and community sector, empowered and enabled by generous, inspiring communicators and trusted role-models, who are strategic and future-focused, and promote collaboration and connections to drive action and change across the sector for North Yorkshire communities.

MISSION

We believe that if we support North Yorkshire's VCS leaders by encouraging access to local, flexible and affordable leadership development programmes and resources, attract and nurture emerging and diverse leaders, and enable cross-sector collaboration through peer support, mentoring and resource and knowledge sharing; we will see more leaders with enhanced skills, behaviours and attributes in place, able to use leadership learning in practice across the sector and with more confidence to take up opportunities for leadership progression.

Enhanced peer support will create an increase in useful connections across the sector and ideas and resource sharing through a leaders' network; enhanced collaboration, collective action and cross-sector funding, services, and advocacy; and an overall increase in social capital.

IMPACT

This will lead to new, transformative ways of working, with new visionary and inspiring diverse leaders entering and rising through the sector. An embedded and supportive, inclusive leadership development culture, and an entrepreneurial leadership approach, will embed leadership development within the North Yorkshire VCSOs leading to improved resilience of organisations, and a collective, unified, stronger and more confident voice for the voluntary and community sector to represent and support North Yorkshire communities.

WHAT ASSUMPTIONS HAVE WE MADE?

Research carried out by Community First Yorkshire with VCS staff and volunteers in 2019 has identified in particular a lack of provision for leadership development and a desire to increase collaboration and peer mentoring and networking, long-term vision and innovation, and leadership skills and confidence, to strengthen organisations and their services.

The Kings Fund's Cascading Leadership programme evaluation has identified that VCS leaders:

- Have diverse strategic and delivery roles with little training
- Feel isolated and unsupported
- Can feel that personal development is a luxury alongside delivery
- May be in a leader role through commitment to their cause or circumstance and be learning on the job
- Reliance on funders requires negotiating and problem-solving skills
- Smaller community organisations need skilful communication and influencing skills to make their voice heard
- Need to be adaptive and resilient to survive

VCS staff and volunteers are called upon to adopt a **leadership mindset** and become more effective, innovative and collaborative in the way they work with others in order survive and thrive.

ENDS