



# VCSE Sector Capacity Task & Finish Group Meeting Agenda

## Meeting details

- Date: **Tuesday 24 February 2026**
- Time: **10am**
- Venue: **Council Chamber, County Hall, Martineau Lane Norwich NR1 2DH**

## Membership

<b>Name of Working Group Member</b>	<b>Role</b>
Cllr Mike Smith-Clare	Task and Finish Group Member
Cllr Brian Long	Task and Finish Group Member
Cllr Ed Maxfield	Task and Finish Group Member
Cllr Maxine Webb	Task and Finish Group Member
Vacancy	Task and Finish Group Member
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### 1. Apologies

### 2. Election of Chair

### 3. Agreement of draft Terms of Reference

Report by Tristan Hopper, Democratic Support and Scrutiny Manager

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### 4. Capacity of the VCSE sector in Norfolk and focus of T&F Group

*Discussion item*

### 5. Forward work programme

*Discussion item*

Background information for Task and Finish Group Members:

1. [Version 2 - State of the Norfolk VCSE Sector](#)
2. [2025 interim State of the Norfolk VCSE Sector](#)
3. [VCSE Sector Landscape in West and North Norfolk Briefing Paper.pdf](#)

**Member Task & Finish (T&F) Group to examine the capacity of the Voluntary, Community, and Social Enterprise (VCSE) Sector in relation to the Adult Social Care Transformation Programme.**

**Draft Terms of Reference 2026**

**1. Membership**

- 1.1. The Task and Finish Group will report to the Children, Families, and Community Select Committee.
- 1.2. The group will comprise the following members:
  - Cllr Mike Smith-Clare (Chair), and Labour member from Children, Families, and Community Select Committee
  - Cllr Brian Long, Conservative member from Children, Families, and Community Select Committee
  - Cllr Ed Maxfield, Independent member from Children, Families, and Community Select Committee
  - Cllr Maxine Webb, Independent Progressive member from Children, Families, and Community Select Committee
  - TBD, Conservative member from Adult Social Care and Public Health Select Committee
  - TBD, Green member from Adult Social Care and Public Health Select Committee
- 1.3. The group will be supported by the following officers:
  - Hannah Edge, Head of Communities
  - Anne Tansley Thomas, VCSE Development and Engagement Manager
  - Nick Clinch, Director of Transformation, Partnerships, and Place Commissioning
  - Ali Gurney, Assistant Director Community and Partnerships
  - Tristan Hopper, Democratic Support and Scrutiny Manager
  - TBD, Committee Officer
- 1.4. The group will invite representatives from the VCSE sector and associated partners to attend and provide feedback and firsthand evidence.
- 1.5. Membership of the Task and Finish Group will be reviewed at the point of the final report being taken to the Select Committee, should the Select Committee decide that there is further work required.

**2. Quorum**

2.1. The quorum necessary for the transaction of business shall be at least 50% of membership, or three Councillors.

### **3. Purpose**

3.1. The key purpose of this group is to gain an understanding of the VCSE sector's capacity, in relation to expectations aligned with the Adult Social Care Transformation Programme and opportunities and risks associated with the role of VCSE in relation to transformation.

3.2. It is intended that the group will identify strengths and areas of improvement from how the VCSE has been engaged throughout the transformation process thus far and plans for future engagement. The T&F group will recommend to the committee best practice on working with the VCSE sector when introducing change and transformation processes.

3.3. The Task and Finish Group will draw upon experience and expertise from within the VCSE sector, inviting representatives and relevant partners to attend meetings and provide their input.

3.3.1. The representatives will be drawn from a mixture of smaller and larger VCSE organisations, with an aim to achieve a balanced, cross-county view, informing the final report to committee.

3.3.2. The group should begin by seeking feedback from VCSE organisations already engaged with as part of the ASC transformation programme.

### **4. Frequency of meetings**

4.1. The VCSE Sector Capacity T&F group should initially hold meetings monthly. The first meeting is proposed to be held in February.

### **5. Notice of meetings**

5.1. Notice of each meeting, confirming the date, location, and timing will be sent to Task and Finish Group Members via email.

5.2. Agenda items for discussion, and any supporting papers, will be provided to each member of the group no later than four working days before the meeting.

### **6. Minutes of the meetings**

6.1. Minutes will be taken for the meetings of the Task and Finish group and will be circulated to membership of the group within 10 working days.

## **7. Reporting and outputs**

7.1. The Task and Finish Group will aim to report its findings to the Children, Families, and Community Select Committee for July 2026's meeting.

7.2. The group will make recommendations to the committee, which can in turn recommend approaches to the relevant Cabinet Member/s.

7.3. The Committee will then determine whether there are outstanding topics for further investigation and discussion, or whether the group has fulfilled its purpose.

## **8. Procedure rules**

8.1. The working group is established as an Informal Joint Working Group under section 1.4 of Part 9 of the NCC constitution. It does not hold formal decision making powers but can recommend approaches back to its parent committee for consideration.