

Voluntary organisations, Community groups and Social Enterprises (VCSE) in Greater Manchester – the next 10 years

A Greater Manchester VCSE Policy Position Paper

January 2020

The Greater Manchester VCSE Leadership Group is a collaboration between VCSE leaders in Greater Manchester.

Secretariat: Voluntary Sector North West, 3rd Floor, Swan Buildings, 20 Swan Street, Manchester. M4 5JW

Telephone: 0161 276 9300
www.vcseleadershipgm.org.uk

Foreword

Voluntary organisations, community groups and social enterprises (VCSE) have been an integral part of the communities of Greater Manchester for hundreds of years. In 2020, it is important that we articulate the vital role that is played by these groups and organisations, both now and in the future, towards addressing inequalities in wellbeing, wealth and living standards. We also need to describe the continuing need and aspiration to support and grow the reach, scale and spread of the sector. Our desire is to work with each other, and with others, as part of a joined-up effort to make this happen.

Given the uncertain times in which we find ourselves, it is also important that as a sector, we have equality of status and are able to take a stronger leadership role in supporting the people and communities of Greater Manchester. We create and precipitate social movements, lead programmes of support, build community leadership, and enable engagement. We have the ability to strengthen the local economy and playing a key role in the future of Greater Manchester.

VCSE organisations are an integral part of thriving communities, and are a way for local people to deliver solutions to problems or ambitions that they have identified. They offer activities, which if amplified, developed and embedded as part of support and services for people and communities, could really make a difference for Greater Manchester. VCSE services and activities are co-dependent with 'public services' and can be planned and resourced in places alongside other support.

However, we realise that the VCSE sector is on a journey of change. We have a willingness to develop and transform – strengthening leadership, supporting our workforce, maximising resources and seizing opportunities. Without this, we cannot achieve our full potential and will struggle to maintain the support and coverage that currently exists.

Writing and publishing this paper is a 'first' for Greater Manchester. We have already come on a journey and believe that now is the time to set out our blueprint for action over the next 10 years.

Warren Escadale

Chair Greater Manchester VCSE Leadership Group

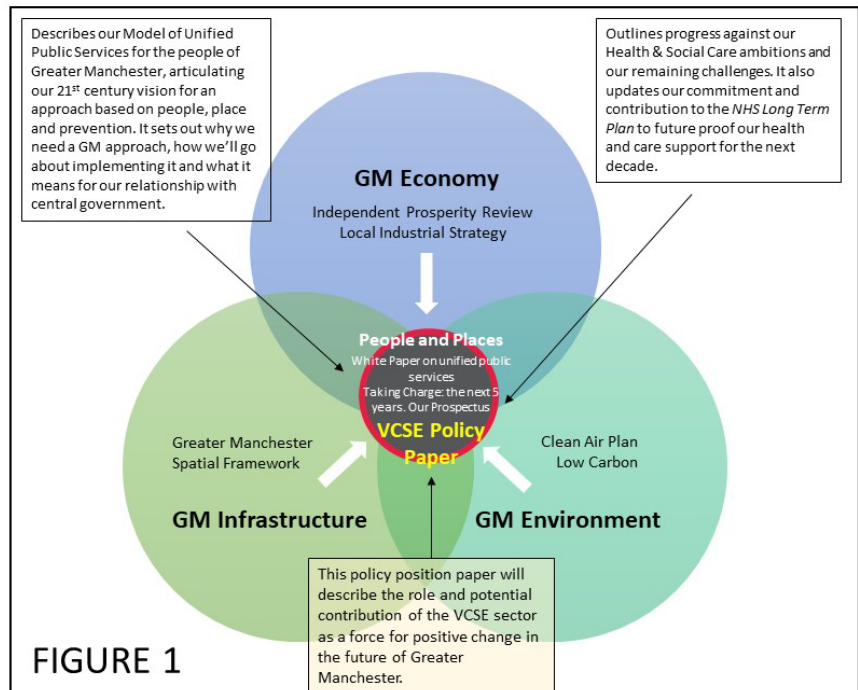
Contents

Foreword	2
Contents	3
1.0 Introduction and Purpose	4
2.0 The VCSE Sector in Greater Manchester	5
2.1 Baseline	5
2.2 The VCSE ecosystem	7
2.3 The role that VCSE organisations play in Greater Manchester.....	11
2.4 VCSE involvement in governance	17
3.0 Our Vision and ambition for change	19
Vision	19
4.0 VCSE transformation – achieving our ambition	23
4.1 Introduction and context	23
4.2 Geographical alignment	27
4.3 Leadership and accountability	28
4.4 Workforce.....	29
4.5 Financial resource and investment.....	31
4.6 Commissioning, Programmes, enabling policy and delivery	33
4.7 Tackling the barriers and delivering on devolution.....	35
5.0 Implementation.....	37
5.1 Governance.....	37
5.2 Communication and engagement.....	37
5.3 Implementation Plan.....	38
5.4 Priorities for Action	39
6.0 Measuring Success	40
7.0 Glossary	41

1.0 Introduction and Purpose

This policy position paper has been written by the Greater Manchester VCSE Leadership Group¹ to complement public sector policy development in Greater Manchester. It will describe the role and potential contribution of the VCSE sector as a positive force as part of the ‘system’ which will strive for change and improvement in the future of Greater Manchester. The paper has a public sector audience in mind, but will be accompanied by a short Executive Summary that provides the key messages for all.

We welcome our part in the delivery of integrated neighbourhood and locality working described in the Greater Manchester Model for Unified Public Services, and the Greater Manchester Health and Social Care Partnership’s Prospectus. We also recognise a wider role in the local economy described in the Greater Manchester Local Industrial Strategy, in the Five-year Environment Plan, the Spatial Framework and as a key delivery mechanism for the Greater Manchester Strategy.



This paper sits alongside other Greater Manchester Policy publications, as shown in Figure 1, and will set out a long-term aspiration for the VCSE role in making Greater Manchester one of the best places in the world to grow up, get on and grow old; describing the contribution that we the sector can bring.

However, it is important that as VCSE leaders, we also describe our own ambitions for the transformation of the VCSE sector over the next 10 years; including our own willingness to develop and transform in order to achieve our potential, and enjoy a sustainable, productive future.

As part of this transformation, we will describe our own Greater Manchester VCSE Ecosystem Model, which aligns with the arrangements of the Unified Public Services, creating a co-ordinated approach based on people, place and prevention as part of an inclusive, local, and productive economy.

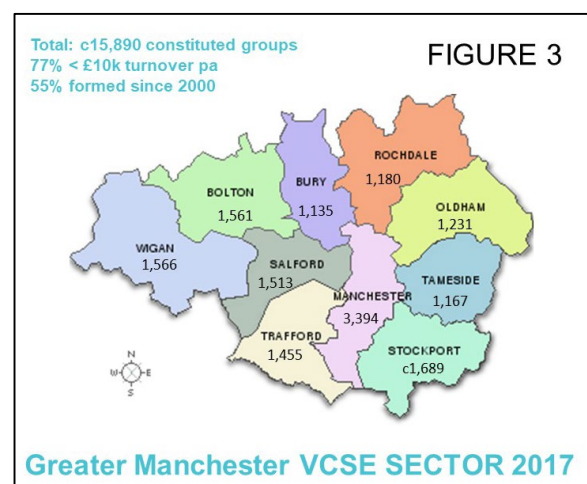
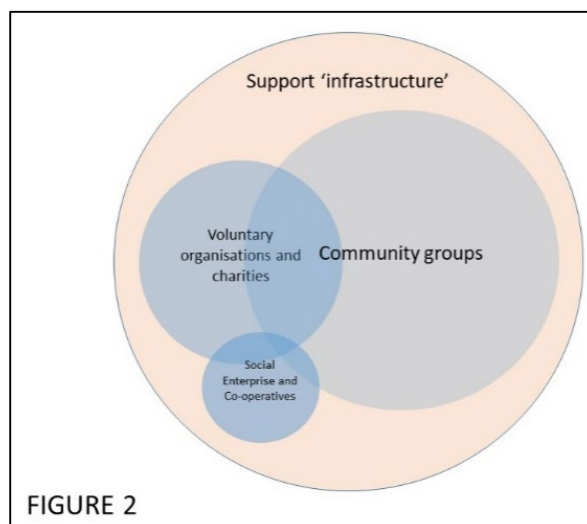
¹<https://www.vsnw.org.uk/our-work/devolution/gm-vcse-leadership-group>

2.0 The VCSE Sector in Greater Manchester

2.1 Baseline

Greater Manchester is home to nearly 16,000 voluntary organisations, community groups and social enterprises working to tackle inequalities and improve the lives of local people. The VCSE sector is active across every aspect of growth and reform including crime and disorder; sport, culture and leisure; skills, employment and enterprise; health and social care; housing and transport; environment and carbon reduction; poverty reduction; inclusive economy; and is supported by a range of infrastructure organisations (Figure 2).

Social, environmental and economic action is the backdrop to everything that the VCSE



sector does. Its leadership and activities reflect the diversity of the Greater Manchester population.

The complexity of the VCSE sector is its strength, adding enormous depth of size, scale and function. Figure 3 describes the sector's geographical breakdown across Greater Manchester. The sector can respond to new challenges, reach different communities; and perform a huge range of types of function², including:

- **Services** - Providing direct support and services for citizens
- **Advocacy** - campaigning and lobbying on behalf of people, communities and those less likely to be listened to
- **Supporting each other** - informing, influencing, connecting and developing other VCSE organisations and groups
- **Connecting** - and engaging other sectors with people and communities
- **Enabling** - community leadership, resilience, community action and organising
- **Social innovation** - including data, intelligence and policy development

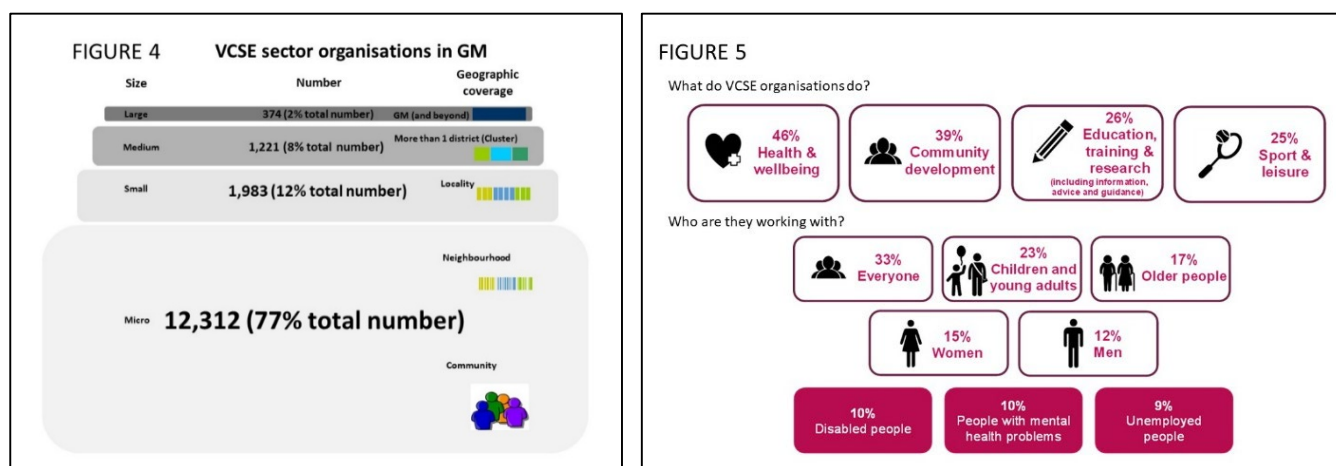
VCSE organisations are also an integral part of a flourishing social economy.

²http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/CNP_WP37_2000.pdf

Greater Manchester's VCSE Sector (2017)³

15,890	Constituted voluntary organisations, community groups and social enterprises
£1.3billion	Total income (2104/15)
42,600	Employees
461,800	Volunteers
1.1 million	Number of hours volunteered each week
£973million	Value of VCSE volunteering to the Greater Manchester economy
21.9 million	Interventions, activities, personal contacts with people in Greater Manchester each year

Figure 4 uses the State of the Sector data to segment all VCSE organisations by size and geographic coverage. By far the majority are small organisations embedded in neighbourhoods and communities. Figure 5 summarises our State of the VCSE sector research in terms of VCSE functions.



The VCSE sector in Greater Manchester is an important economic player, contributing significantly to GVA, and includes a growing social enterprise movement. The latest available figures show that the total annual income of the sector in Greater Manchester was estimated to be £1.321bn year.

Values hold VCSE organisations together as a sector. They are mission-driven and focused on 'social value'. VCSE organisations work closely together and in synergy with, but independent from, the statutory and business sectors.

³<https://www.gmcvo.org.uk/greater-manchester-state-vcse-sector-2017>

2.2 The VCSE ecosystem

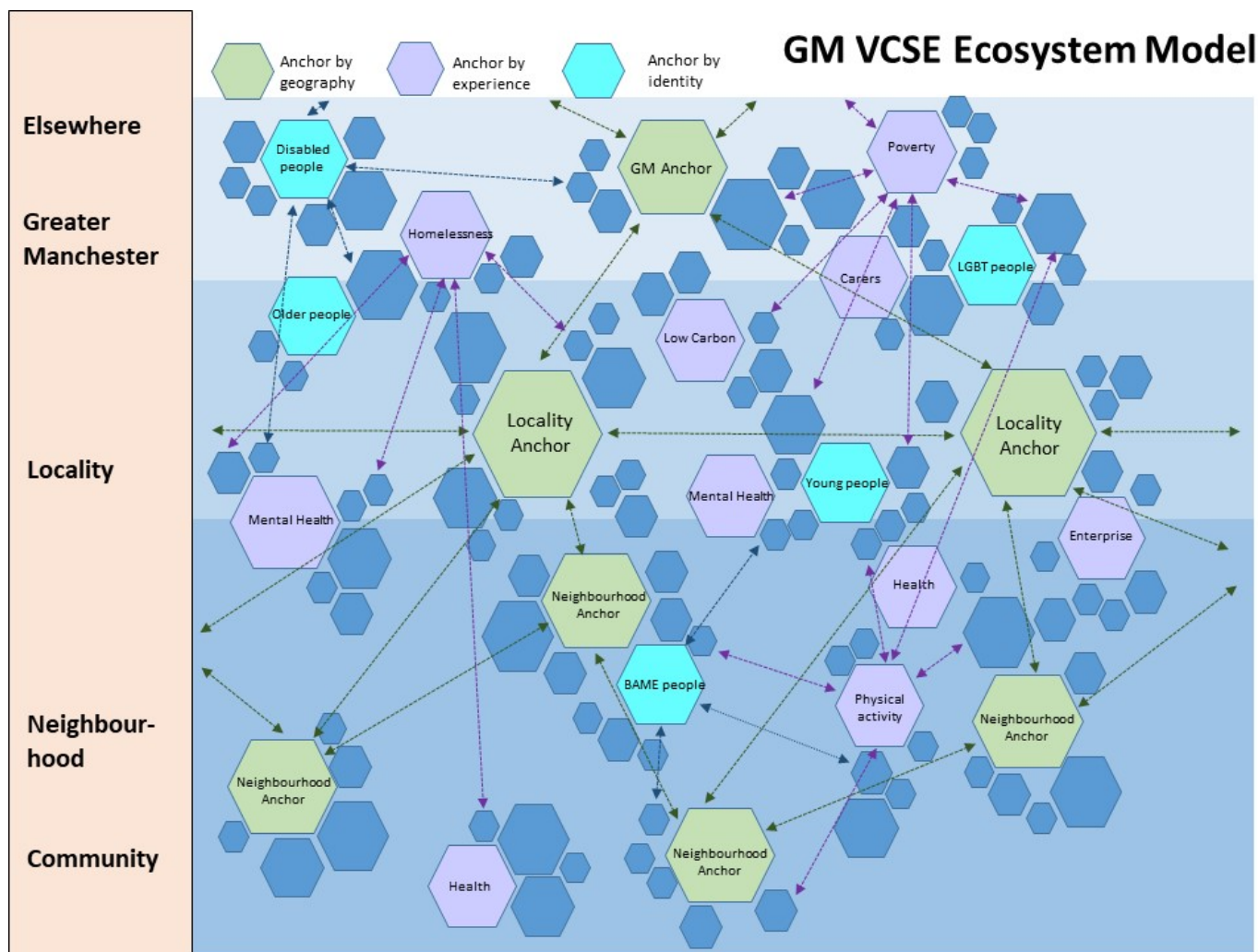
Scratching beneath the surface of the VCSE sector uncovers a complex picture of organisations and groups.

In this paper, we describe the VCSE sector as an ‘ecosystem’ with a complex web of relationships and interdependencies built around a network of ‘*anchor organisations*’, and having shared leadership. This creates a structure to allow interaction, dialogue and mobilisation at scale.

Within the ecosystem, VCSE organisations may come together based on:

- Geography - the focus on what happens in a place
- Experience - shared needs, assets and ambitions, thematic interest
- Identity - how people identify in different situations

The strength of the ecosystem is created by a ‘*scaffolding*’ of VCSE anchor organisations. Each anchor is a multi-purpose, independent, community-led organisation. They will have a recognised purpose to lead on either a geographic focus for service design and delivery; have a specialist area of expertise; or represent a particular community of identity. These anchors will have a recognised function within the VCSE sector, will have a leadership role in place-based working, with and on behalf of communities.



<p>Geography - the focus on what happens in a place</p>	<p>Geographic anchors exist at 3 levels:</p> <p>Neighbourhood - rooted in their local community and provide services, help bring money and opportunities into a neighbourhood, act as a catalyst for change in a local area, support other community-led organisations and strengthen community participation.</p> <p>Locality - VCSE infrastructure organisations or services, which support other VCSE organisations to influence, connect and develop in a local authority area.</p> <p>Greater Manchester - providing linkages in to city region level policy, strategy and programmes</p>
<p>Experience - shared needs, assets and ambitions, thematic interest</p>	<p>Thematic Anchors can either provide leadership to tackle a particular issue; shine a light on and strengthen what's already there, or perform a function that is best co-ordinated centrally on behalf of a community of experience (such as campaigning, lobbying, policy and research).</p>
<p>Identity - how people identify in different situations</p>	<p>Specialist anchors - that support communities of identity and experience to get the right support and advice and provide appropriate skills, thereby building confidence and enabling people from these communities to become active citizens.</p>

Case Study 1 describes a small number of examples of anchor organisations in the communities of Greater Manchester.

Many anchors already exist and the sector has strong foundations from which to build, but assembling the bridges and bonds needed to create this ecosystem will need time, skill and resources. We need to articulate clear lines of communication and pathways around the VCSE ecosystem for our partners, methodologies for collaboration, and clarity around areas of mutual support. The sector will also need support to continue to grow and thrive, but the benefits of working collaboratively in this way will be huge.

Case Study 1 – VCSE Anchor organisations:

Neighbourhood anchor

Manchester Settlement has been part of the communities of East Manchester since 1895. Truly embedded in 'place', Manchester Settlement works with local people to get a joint understanding of need, but also their strengths and assets, acting as a facilitator of activity that will enable, support and build a strong local and cohesive community.

Its Mission is 'To help, support and empower people in our local communities to achieve, be active citizens, and improve their lives'. Manchester Settlement has focussed its efforts on working with young people, enabling them to contribute positively to their wider communities.



Services include:

- Multi service community advice /support hub
- English classes
- Youth services
- Nursery and Childcare
- Family Support
- Health Clinics
- Supported housing for Care Leavers

Thematic Anchor

The *Mustard Tree Charity* supports people in poverty and facing homelessness, by creating opportunities for people to help themselves through providing practical support, friendship, and connections into work, improvements to health and wellbeing plus new experiences to encourage aspiration.



Mustard Tree works with those who aren't necessarily accessing statutory forms of support, but still need a little help. The charity helps them move towards being able to look after themselves, access accommodation, employment and the social connections that they need.

Specialist Anchor

BHA is a health and social care charity and for 28 years it has sought to challenge inequalities in health, stigmatisation of particular health conditions, economic disparity and the adverse impact of health and social care barriers faced by people from BME (Black and Minority Ethnic) communities in Greater Manchester and West Yorkshire.



In tackling racial inequality, BHA gives attention to those who are at greater risk of particular conditions and this is done through a number of ways:

- Developing an evidence base
- Undertaking direct interventions with communities at risk
- Informing Strategy and policy development based on findings from interventions with communities.

Local Infrastructure

Action Together works across Oldham, Rochdale and Tameside, offering a range of support to strengthen communities. Their underpinning philosophy is that by learning together, sharing skills and pooling resources communities can get more done.



Their activities include:

- Support for people to get help, providing opportunities to get better connected to what is going on in their local community and find the support they need.
- Strengthening community and voluntary groups by providing support to run their group, find and secure resources and work together to do more.
- Encouraging local people, businesses and the public sector to give their time, skills and resources to support local good causes.

Greater Manchester Infrastructure

GMCVO is based at the St Thomas Centre and has the following functions:



- Enabling local VCSE organisations to collaborate, network and learn across districts, with each other and with Greater Manchester public, private and academic institutions
- Co-ordinating communications and providing opportunities for them to engage with Greater Manchester initiatives and projects
- Trialling and evaluating VCSE-led social and economic innovation, such as age-friendly neighbourhoods or small-scale social investment
- Leveraging and distributing large-scale funds

2.3 The role that VCSE organisations play in Greater Manchester

The VCSE sector has the potential to expand its role. Building from successful work that is already in place, we believe that the sector can play a greater role in system change, solutions with communities, and building a truly inclusive economy.

System change:

- Leading and delivering large programmes of work – Recent examples of where this is happening include Ambition for Ageing⁴ and Wellbeing Matters (see **Case Study 3**)
- Facilitating ‘inter-sector’ combined pathways of care – for example the ovarian cancer pathway (see **Case Study 2**), Answer Cancer, Mental Health leadership work (see **Case Study 4**)
- Enabling asset-based approaches to joining up services and support for people in neighbourhoods – Including identifying blockages and barriers, as well as solutions which will enable wider system change. Examples include Making Every Adult Matter (see **Case Study 5**)

The VCSE sector could be leading work around Person and Community Centred Approaches and improving population health in Greater Manchester.

Solutions with communities:

- Facilitating social movements – For example GM Moving⁵ (**Case Study 6**), The Greater Manchester Living Wage Campaign, and GM Poverty Action⁶
- Leading community co-design, consultation and resident engagement projects – recent examples include the Big Alcohol Conversation, Making Smoking History⁷, #kindbury, and Coproduce GM
- Leading specialist interventions on behalf of particular communities – Recent examples include Pride in Practice⁸ (**Case Study 7**), and the BHA Latent Tuberculosis project
- Enabling community action in neighbourhoods – for example Little Hulton Big Local⁹

The VCSE sector could be facilitating neighbourhood working across Greater Manchester.

Building a truly inclusive economy:

- Leading social innovation – Recent examples include the Elephants Project¹⁰
- Leading on ‘social value’ – for example through the Greater Manchester Social Value Network¹¹ (**Case Study 8**)

⁴<https://www.gmcvo.org.uk/ambition-ageing>

⁵<https://www.greatersport.co.uk/what-we-do/gm-moving>

⁶<https://www.gmpovertyaction.org/>

⁷<http://www.10gm.org.uk/services.html>

⁸<https://lgbt.foundation/how-we-can-help-you/pride-in-practice>

⁹<https://www.salfordcvs.co.uk/little-hulton-big-local>

¹⁰<https://unlimitedpotential.org.uk/enterprise/innovation-projects/elephants-trail>

¹¹<https://gmsvn.org.uk/>

- Using data and intelligence to lead by example – for example GM Poverty Action¹²
- Levering in social investment – for example through Greater Manchester Social Investment¹³, hosted by GMCVO.

The VCSE sector could be driving forward work to share prosperity in the Greater Manchester economy.

Case Study 2 – Ovarian cancer pathway of care

Cancer pathway – a personal story

Pre- Diagnosis (...a lonely and frightening time)
 GP referral (a creaking NHS: 7 week wait or urgent appointment?; continuity of care: 5 visits to 5 different GP's in the same practice; no help with ascites; the phone conversation giving results of blood tests). No signposting to VCSE support....
 My own research (Dr Google) identified standalone VCSE: [Macmillan](#) helpline and website; [Ovacom](#) (specialist Ovarian cancer charity) website and [online community](#).

maggie's



ovacom
ovarian cancer charity

MACMILLAN
CANCER SUPPORT

Surgery, histology, diagnosis (...confirmation of our worst fears)

St Mary's assessment, operation and diagnosis with specialist team including the support of a [MacMillan Specialist Nurse](#) (integrated VCSE)

Macmillan signpost to [Maggie's Centre](#) (VCSE drop in ad resource centre adjacent to Christie hospital site)

Oncology – chemotherapy and beyond (...coming to terms with incurable cancer)

The Christie Hospital: trials and standard of care, specialist nurse and consultant support, counselling, hotline, integrated procedures, complementary therapies etc...
[Maggie's Centre](#) (VCSE drop in and resource centre adjacent to Christie hospital site)

[Macmillan](#) helpline and website – financial advice
[Ovacom](#) (specialist ovarian cancer charity) website and [online community](#) and Ovacom support day in Manchester



¹² <https://www.gmpovertyaction.org/>

¹³ <https://www.gmcvo.org.uk/gmsocinvest>

Case Study 3 - Wellbeing Matters, Salford



Wellbeing Matters is a 2-year programme of work, led by Salford CVS and funded as part of the Greater Manchester Health and Social Care Partnership's Transformation Fund. It forms part of the Population Health Plan for Salford under the heading Person and Community-Centred Approaches. The programme's overarching aim is to test a system change within Salford through creating a new infrastructure which effectively links statutory health care to VCSE provision and activities (both commissioned and non-commissioned) in order to improve citizen wellbeing, and work towards embedding person and community-centred approaches within the health and social care system.

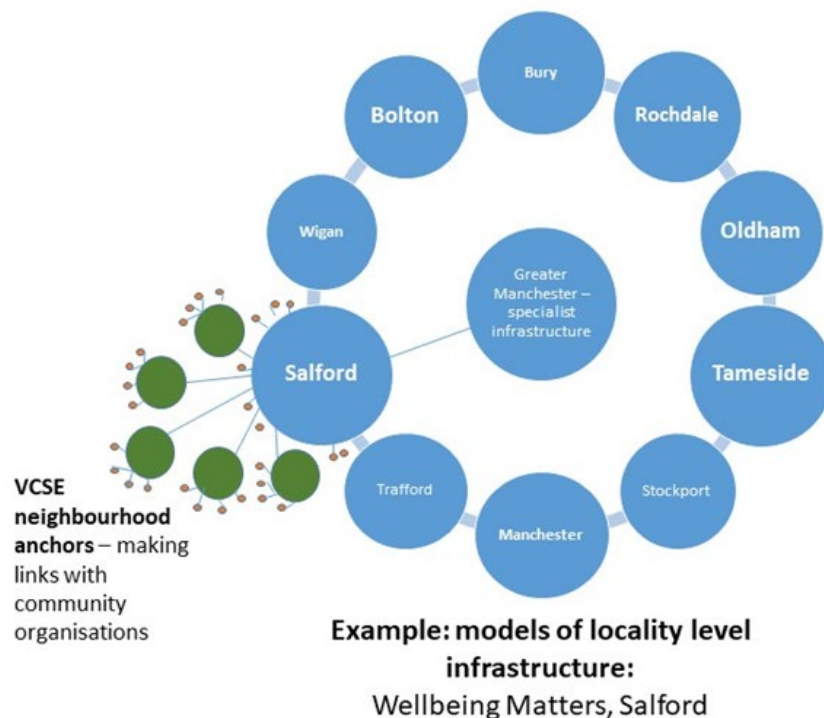
Person and community-centred approaches are key to working with citizens and communities to take greater control of and responsibility for their own health and wellbeing, which will result in a reduction in demand for statutory health care by shifting demand and support (appropriately) to local communities.

The *Wellbeing Matters* programme consists of 3 work streams. The 1st of these supports the VCSE sector to work with the statutory health and care sector to create and test a social prescribing approach that works for everyone. This social prescribing model is based on a neighbourhood footprint, with the VCSE leading this work across the 5 health neighbourhoods being used by Salford Together.

Wellbeing Matters provides investment in the support infrastructure so that referrals and connections can be made for social prescribing. Working with Salford Third Sector Consortium, within each of the 5 neighbourhoods a VCSE anchor organisation has been appointed to act as a lead for this work, with each anchor employing a Community Connector, whose role is to connect citizens to provision and activities within their communities in order to help improve their health and wider wellbeing.

The 2nd work stream focuses on investment in volunteering, at both a strategic, city-wide level and on a neighbourhood basis. Five Volunteering Development Workers support this work.

The 3rd work stream focuses on embedding a social and added value approach in health and care, which includes delivery of the Salford Social Value Alliance's *10% Better* campaign



2.3.1 Geography – how the VCSE sector works across communities, neighbourhoods, localities and at a Greater Manchester level

Our ecosystem is like a garden – growing, changing, adapting, living, breathing, and fragile, containing organisms whose lives depend on each other and the environment around them. In section 2.2, we have described the anchors that act as the ‘scaffolding’ to our sector, creating a flexible framework that enables the sector to function effectively, expand to meet demand and adapt to change.

A key element of this scaffolding are the designated Greater Manchester and Local Infrastructure Organisations, which provide the communication, information and co-ordination to facilitate the reach, scale and spread of the sector through support provided to their membership. Operating at a Greater Manchester or local authority level, these organisations *influence* others on behalf of the VCSE sector; *connect* those within the sector and broker relationships outside the sector; and *develop* capacity of VCSE organisations and the sector as a whole. As with the public sector, the Greater Manchester level scaffolding is generally more specialist, or operates at that level because of funding arrangements.

2.3.2 Delivering the Greater Manchester Strategy - The VCSE sector is already working across every Greater Manchester Strategy theme.

	1 Children starting school ready to learn	2 Young people equipped for life	3 Good jobs with opportunities to progress and develop	4 A thriving & productive economy in all parts	5 World class connectivity	6 Safe decent & affordable housing	7 A green city-region / culture & leisure	8 Safer and stronger communities	9 Healthy lives, with quality care	10 An age-friendly Greater Manchester
Responsive	Family support, reading schemes, playgroups, nurseries	Youth groups, mentoring, life skills, literacy schemes, mental health work	Soft skills, training, ESOL, work programmes, volunteering, flexible work	Social value network, credit unions, skills exchanges, halal & kosher financial products	Digital literacy, silver surfers, community transport, volunteer drivers	Shared housing schemes, adult fostering, homeshare schemes	Parks, allotments, tree planting, community farms & orchards, community arts & sports, arts and health	Community groups, citizen voice, fundraising, neighbourhood watch, blue light volunteers	Social care, wellbeing groups, food banks, homeless network, hospice movement	Befriending, social activities, multi-generational schemes, dementia friends
Transformative	Toy libraries, playschemes and clubs, sports groups, choirs & bands, forest schools, trips, life skills	Work experience & tasters, volunteering, uniformed organisations, youth assemblies	Women and BAME people in leadership, diversity of workforce reflects that of Greater Manchester	Social and community enterprise, trading charities, co-operatives, community-owned assets, social investment	Community reporters, community radio, digital labs and sprints, cycle schemes	Housing organisations, care & repair, furniture recycling	Canals & rivers, wildlife charities, green energy, recycling, campaigns, community orchards & street trees, theatres & orchestras	Equalities: campaigns & peer support, community hubs & anchors, activity groups & clubs, advice services, McKenzie friends	Peer support networks, hospital to home, assistance dogs, needle schemes, first aiders & mental health first aiders, food pantries	Age-friendly neighbourhoods, carers networks, employment programmes, volunteering, home adaptations
Collaborative	Children's Charter, children's theatre & museums	Mental health in schools, hidden young people	Partnerships with employers, Living Wage, Good Employment Charter	Place-based economic development, development of social economy	Open source software development, IT hardware recycling, bike and car share & repair	Community-owned housing, housing co-ops, passivhaus	Land trusts, Great Places, community libraries & book exchanges	Alliances & consortia, community development, resilience planning	GM Poverty Action, Cancer Champions, social prescribing	Carers Charter, research collaborations, festival of ageing

2.3.3 Reach into communities and communities of identity and experience

Communities are all about identity. Identity is what makes communities. Circumstances and social expectations affect how people identify in different situations and sometimes the labels that are put upon them. Our aim is to create an equality of opportunity for all.

In this report, we refer to communities of identity, and we need to acknowledge that we are also talking about communities whose needs and aspirations might be better met by services and support that recognises and respects their identity (communities of unmet need). We are also talking about people whose similar experiences might benefit from a targeted or integrated approach (communities of common experience). We also recognise that for many of us we have multiple identities and these identities overlap, intersect and can change over time.

Specialist organisations across the VCSE sector in Greater Manchester support communities of identity and experience to get the right support and advice and provide appropriate skills, thereby building confidence and enabling people from these communities to become active citizens. We also support the development of strong and vibrant community groups and organisations so that they are more able to represent and provide appropriate activities for their members.

2.3.4 Social value

Social value presents a chance to use our resources in a more impactful way and think more clearly about the social, economic and environmental benefits that can be achieved through our day-to-day activities. We believe that social value is a way of working and conducting business, whereby the organisation manages the resources that it controls, procures and commissions goods, works and services, draws in investment, and acts as a responsible employer so that it achieves value for money on a whole life-cycle basis.

VCSE organisations create huge social value as a direct result of their values based approach, their re-investment of resources into local communities and their business purpose. They also create social value indirectly through their own supply chains, through influencing others, as well as through collaborative work with partners.

VCSE organisations are well practiced at providing added social value through service delivery across many sectors including health, education, housing and transport. In commissioning and procurement, the Social Value Act creates an opportunity for VCSEs to demonstrate this to public service commissioners, who assess which potential providers would deliver the maximum public benefit to the local community. Whilst this presents an unprecedented opportunity for the VCSE sector in Greater Manchester, we want to build new models of delivery based in collaboration and partnership across sectors to maximise the overall benefit. For VCSE organisations, social value is what they do, not just a procurement tool.

2.3.5 Social innovation

Social innovation¹⁴ is about developing ideas to tackle social problems or meet social needs. It may be a new product, service, initiative, organisational model or methodology. Our social innovation includes actions that are:

- radical ('breakthrough' developments),
- adaptive (adapting activities/products from elsewhere and using them in a new way)
- incremental (activity/service/product improvement)¹⁵

The VCSE sector in Greater Manchester is able to act quickly and flexibly and engages widely in social innovation.

We realise that we need to make the most of digital, and work with other sectors to broaden and deepen our social innovation skills. It is often assumed that social innovation is all about radical new ideas, and out of the box thinking. However, most innovation is much more about adoption and incremental adaptation. The most useful innovation comes from diversity; encounters of people from different backgrounds. Our reach, scale and spread, working with a diverse range of communities of identity, geography and experience, will help us lead this work in the coming years.

As the VCSE sector is so diverse, it can tackle the big challenges that face Greater Manchester at the right level of granularity - at the level of systems, or theme, or in particular places. To do this requires funding at scale and real investment in innovation. Much of the funding at scale for this kind of work has been sourced by the VCSE sector from independent funders, but there is an opportunity for the sector to be part of work across innovation partnerships to maximise the value and impact of social innovation.

The sector can link action to evidence of impact, connecting into movements, activism and democracy. We can enable innovation and creativity to create better outcomes and offload risk from the public sector.

2.4 VCSE involvement in governance

A key element of many of the successful programmes described above is the involvement of VCSE sector leaders in the project and programme governance led by the public sector. Creating partnerships and co-creating solutions needs strong and organised structures across the VCSE sector and with other organisations in Greater Manchester. Examples include the VCSE-led collaboration to support people who have been homeless, and **Case Study 4** describes how this is working at scale for mental health.

¹⁴<https://www.gsb.stanford.edu/faculty-research/centers-initiatives/csi/defining-social-innovation>

¹⁵<https://policy.bristoluniversitypress.co.uk/social-innovation>

Case Study 4 Greater Manchester Mental Health VCSE Governance

Health and Social Care devolution has seen the emergence of partnership structures at a Greater Manchester level around mental health. VCSE organisations have been welcomed into these structures and representatives have come together to form a Greater Manchester VCSEs Mental Health Forum. This Forum has enabled co-ordination of input and messages to and from the VCSE sector, effective voice in health and care discussions, and true co-production involving empowered VCSE leaders.

VCSE representatives are democratically and transparently selected highly experienced sector leaders, and successes include:

- Creation of a forum for regular planning meetings with Greater Manchester Partnership colleagues
- Consistent and expert representation at all levels of the formal governance structure
- Leading on the development and support of service user engagement in the governance structures for adults and Children and Young People across GM
- Representation of VCSEs on commissioning/decision making panels for Greater Manchester Mental Health Strategy
- Involvement/co-creation in key GM developments around commissioning and delivery e.g. Rapid Schools Pilot, SafeZones, Wellbeing
- Evaluation of programme more person-centred and social (rather than medical) focused
- Recognition that GM Partnership must further integrate and resource VCSEs involvement in future developments



Feedback from public sector colleagues has shown that there has been a vast improvement in the VCSEs representation at a GM level in Mental Health governance, agreed across all partners/sectors. However, there is more to be done before all representatives feel /are perceived as influencing directly but it is definitely supporting the cultural change that is required.

3.0 Our Vision and ambition for change

Vision

Our Ambition for the VCSE sector in Greater Manchester is that:

Greater Manchester will have the best VCSE ecosystem in England, supported by shared values, sustainable infrastructure and strong leadership; reflecting the aspirations of the diversity of Greater Manchester people and communities.

VCSE organisations are playing a key role in realising the shared Vision for our people and our place¹. Everyone will respect the contribution of these organisations to the local economy, decision-making and the provision of services and support to the public. They will acknowledge their value to communities of place, identity and experience and understand the role of local people in leading, shaping and connecting the VCSE ecosystem.

Across the city region, partners from all sectors will come together to create an action plan based on this Ambition. The action plan will support and enhance place-based working, the reform of services for the public and inclusive economic growth, and will be central to sustaining and developing a productive inclusive economy.

The Greater Manchester VCSE Leadership group has set out four objectives, and we have used these to describe the role that VCSE organisations could play in 10 years' time for the positive benefit of Greater Manchester and its communities:

We are many. The huge number of staff, volunteers and supporters across the sector are a catalyst for change and a connector of people.

In 10 years....

- As our communities become more diverse, and our population increases, the VCSE sector in Greater Manchester will grow in parallel, strengthening our networks in less-well-served communities. In 10 years' time, we will be many more, perhaps over 1,000 more, all addressing issues and creating additional resources.
- Our role as part of good social support will enable and encourage people to live healthy, productive lives with a reduced need for state support.
- Working in collaboration with all sectors, we will continue to make and grow the connections that facilitate community cohesion.
- In 10 years' time, we will have strengthened our collaborations with each other and with public and private partners to tackle more of the 'wicked' problems in society, environment and the local economy.

Our role is critical for the economic success of devolution in Greater Manchester but also for the equally important cultural and social devolution that will help build a truly equal region

In 10 years....

- VCSE organisations will be recognised and valued as a critical part of the inclusive economy which has been built in Greater Manchester; taking the role of providing stable, good quality and ethical jobs.
- The VCSE sector will continue to have a key role in increasing local productivity by leveraging non-public funding into services, projects and activities for the benefit of Greater Manchester.
- Community ownership of capital / physical assets will have expanded to enable communities to have a stake in the running of housing schemes, community centres, social needs transport, and parks and open spaces, for example.
- We will enable a greater citizen voice and involvement in decision-making, making the real diversity of views and experiences visible and audible in decision making at all levels.
- The VCSE sector will continue to play a key role in protecting and enhancing our planet, the Greater Manchester green and blue space, and the environment around us. VCSE organisations will be at the forefront of green technologies and innovation, as well as in areas of market difficulty, such as social care and low-level mental health issues.

We work with other sectors to devise, develop and deliver solutions to some of the most challenging problems faced by Greater Manchester, breaking down barriers and building community confidence and cohesion, and ensure we move from crisis resolution to anticipation and prevention

In 10 years....

- VCSE organisations will be at the heart of early intervention and primary wellbeing activities creating a flexible and responsive form of support to people in crisis – both ‘wrapping around’ and adding value to statutory forms of support and leading delivery of public services.
- New forms of infrastructure will enable more money, volunteers and other resources to flow into the VCSE ‘ecosystem’, reaching the most diverse and often overlooked communities.
- The VCSE sector will enable further strong connections and communication to be made between and within communities.
- VCSE organisations will be seen as full and equal partners in a ‘system’ (not a ‘sector’) that is focussed on people and place. VCSE organisations will be recognised and valued as the natural leaders / partners in facilitating co-production, and co-design, achieving shared outcomes designed with people.

We understand our communities because we are an intrinsic part of them. We help drive people-powered change, catalysing social action and bridging the gap that can exist between public services and the people they serve

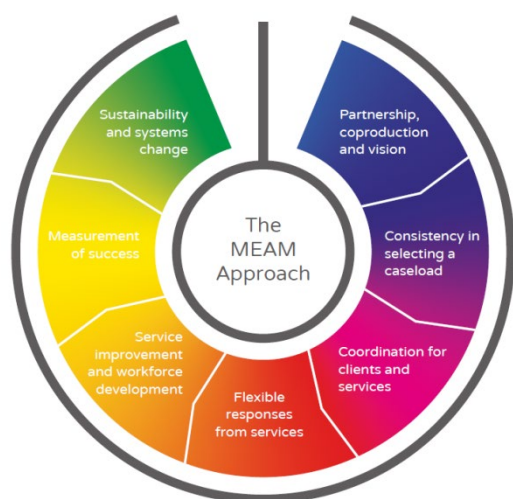
In 10 years....

- VCSE organisations will be in a stronger position to continue to facilitate and grow 'collaboration spaces' which are vital to a resilient, inclusive community. These will enable the informal interactions that create new networks and bridge social capital.
- The number, density and connectivity of VCSE groups and facilities will be supported by good quality VCSE infrastructure organisations and networking community anchors across the city region.
- Communities of identity and experience will thrive as the primary community for many people from minority groups and an important secondary one for others. We will help the public sector to actively seek out individuals and groups who are visible or hidden minorities in a place, understand the specific barriers they face and act accordingly.

Case study 5 – Making Every Adult Matter (MEAM)

Making Every Adult Matter (MEAM)¹⁶ is a coalition of national charities – Clinks, Homeless Link, Mind and associate member Collective Voice. Operating across Greater Manchester, MEAM is enabling an innovative approach to co-ordinating intervention to transform people's lives.

People facing multiple disadvantage experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.



The MEAM Approach helps local areas design and deliver better-coordinated services for people experiencing multiple disadvantage. The work starts with **partnership, coproduction and vision** - getting the right providers from different sectors, commissioners and people with lived experience around the table to agree a shared understanding of the problem and a vision for the whole area. Areas then make sure there is a **consistent** approach to identifying who to work with - designing referral processes that allow agencies to jointly agree the caseload.

To date, MEAM Approach areas have secured £1.3m of local funding to support their work. MEAM Approach areas that conducted evaluation report an average 23% reduction in wider service use costs and a 44% improvement in wellbeing.

¹⁶<http://meam.org.uk/the-meam-approach/>

Case Study 6 – GM Moving and GM Walking

Sport England selected Greater Manchester as one of 12 Local Pilots in December 2017

following a competitive 12-month application process, and GM Moving¹⁷ was set up.

The Local Pilot work forms an important strand of the implementation of GM Moving, and will test and explore what it takes to secure population scale change in physical activity behaviour.

The work is focussed on 3 key audiences:

- Children and young people
- People out of work
- People with long term conditions

The Principles of Investment for Local Delivery Pilot



All 10 of the Greater Manchester localities are involved in the pilot, and have their own steering group and individual plans. Our aim is to facilitate, grow and precipitate a social movement that embeds movement as part of everyone's life, and steps away from traditional models of interventions and programme delivery. Iterative community

engagement is a key part of the investment principles, and 10GM are the partners who are leading on this.

One of the key objectives for the Walking City Region Ambition is to be a catalyst for a social movement for walking, underpinned by empowering formal and informal walking, and mass walking events, driven from within local communities. GM Moving working with the Voluntary, Community and Social Enterprise (VCSE) sector has created a Community Investment Fund approach that aims to have GM Moving's core principle of genuine collaboration and co-production at his heart.

We recognise that the most successful examples of person and community centred approaches in practice are those developed by people and communities, working with and alongside commissioners, providers and policy makers, who co-design and co-deliver solutions that work.

The aim of the fund is to create a grant approach that will provide resource to support the VCSE sector to develop and deliver initiatives that:

- Enable everyday walking, empower formal and informal walking, and/or mass walking events, driven from within local communities and/or
- Support the recruitment of 'walking champions' across the system, made up of organisations and community members/volunteers and buddies.

¹⁷<https://gmmoving.co.uk/>

GMCVO have been appointed as the lead partner to provide expertise and administration on behalf of GM Moving/GreaterSport and to ensure:

- The fund complements existing local grant schemes
- Links to and informs existing appropriate local decision making processes

Between November 2019 and June 2020 GMCVO will be giving out a total of £225,000 in grants to VCSE organisations to get Greater Manchester Walking. From November 2019 small grants from £50 to £1,000 will be available for voluntary and community groups and social enterprises to encourage people who are usually less active to get out and start walking, or increase the amount they walk. In January they will also be launching medium grants of £1,000 to £5,000 as well as partnership grants of up to £15,000. Groups can apply for more than one grant.

<https://www.gmcvo.org.uk/gm-walking-grants>

4.0 VCSE transformation – achieving our ambition

4.1 Introduction and context

We have described the sector's achievements, and potential offer in the previous sections, but to achieve these we realise that there is also a need for some things to change. In order to realise our vision, the VCSE itself intends to develop and transform over the next 10 years.

Although we have the VCSE Accord and a MOU with the Health and Social Care Partnership, these do not describe the details of the sector's offer, nor how it will work across Greater Manchester. There is a danger that without further explanation, nothing will change.

Therefore, we have written this paper because in Greater Manchester:

- There is a collective desire across the sector to better work together as an equal partner with business and public sector as part of an inclusive and flourishing economy in Greater Manchester
- There is also a desire to align with, shape, and where appropriate, lead, the implementation of the priorities set out in the Greater Manchester Strategy, and in the future of every place in the city region
- We are anticipating further impacts of a slowing economy and public-sector budget reductions – which both increase demand for what we do and reduce the money available
- We have recognised the need to embrace innovation in our ways of working which are leaving parts of the sector behind
- There is a need for improved co-ordination and collaboration both with other sectors and within the VCSE sector itself

- We recognise that the sector has a number of weaknesses and vulnerabilities¹⁸:
 - A strength can also be a vulnerability – our work can sometimes be interest-driven and exclusive
 - We can sometimes be at risk of being seen as being paternalistic or excessively amateur
 - VCSE are often poor at promoting their work or demonstrating its impact
 - Our sector is generally under resourced
 - Not all VCSE organisations always have the checks and systems in place to ensure full accountability for what they do

As a sector, we are not always able to fulfil our potential.

We know that we must build from the sector's strengths – from effective relationships around the VCSE sector in Greater Manchester, learning from what has worked (and what hasn't) and celebrating our successes. We want to be seen as leaders in Greater Manchester for taking forward effective collaboration, co-design and co-production and for adopting the most inclusive approach towards building a sustainable VCSE sector.

We are already on a journey of development and change, and believe that we are starting from a position where much has happened already to achieve improvement. Our State of the Sector 2017 research shows that VCSE organisations are already looking for new partnerships and ways of working. We will describe how we can build from the innovative work that is already occurring in parts of our sector in Greater Manchester, and raise the profile of the great work happening in Greater Manchester communities.

Our transformation principles include:

- **An Inclusive Approach:** taking our place in decision-making at the early stages of strategic planning and the development of new arrangements.
- **Operating strategically and developing Alliances:** within and across sectors, thematic, as well as population and place-based, dependent on the issues presented and the solutions required.
- **Recognition of Community Anchors and Individual Assets:** Individuals' and communities' assets are vital to improving outcomes

We will focus on 'people, place and prevention' – and use the structure of the Greater Manchester Reform Model White Paper to give a framework to our transformation in order to create a thriving functional ecosystem.

¹⁸http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/CNP_WP37_2000.pdf

In order for our sector to thrive, we also need the support of our stakeholders, including clarity of what they expect from voluntary organisations, community groups and social enterprises in Greater Manchester.

Case Study 7 – Pride in Practice

*Pride in Practice*¹⁹ is a quality assurance and social prescribing programme that strengthens and develops Primary Care Services' relationships with their lesbian, gay, bisexual and trans (LGBT) patients.



Since 2016, *Pride in Practice* has been rolled out across 445 primary care services, reaching 2 million patients across Greater Manchester. 100% of health professionals trained can evidence improvements within their service as a result of *Pride in Practice*. 87.5% of primary care services trained have implemented NHS England's Sexual Orientation Monitoring Information Standard and 62% have implemented trans status monitoring. LGBT Foundation's full Impact Report can be found online.

Pride in Practice is endorsed by the Royal College of General Practitioners, Greater Manchester Local Pharmaceutical Committee, the Northern Optometric Society and is part of the Healthy Living Dentistry Framework.

Pride in Practice evidences commitment and compliance with the Equality Act 2010, meeting the requirements of Clinical Commissioning Groups, the Care Quality Commission and other regulatory bodies. *Pride in Practice* is available to all NHS primary care services in Greater Manchester.

¹⁹ <https://lgbt.foundation/pride-in-practice>

Case Study 8 – Greater Manchester Social Value Network

Greater Manchester Social Value Network (GMSVN) aims to influence stakeholders, policy and strategy at the Greater Manchester level around social value. The steering group of GMSVN is made up of activists who want to ensure that all intervention whether that be through the behaviour of business, the devolution agenda, commissioning and procurement, or the delivery of projects and services, brings maximum social value.



Convened by MACC, GMSVN has agreed a set of ways in which its purpose can be achieved.

Theme 1 – collect

Collecting information, evidence and examples of social value from across Greater Manchester and particularly:

- collecting and promoting examples of social value
- collecting together an evidence base for social value

Theme 2 – support

Supporting organisations across all sectors to deliver more effective social value policy, practice and outcomes and particularly:

- supporting commissioning and procurement behaviour through training and engagement
- supporting the implementation of the Greater Manchester Social Value Procurement Framework

Theme 3 – influence

Using the skills knowledge and experience of the group to influence the behaviour of the range of individuals and organisations with a stake in social value and particularly:

- influencing and embedding social value into behaviour
- linking social value to the economic growth and public service reform agendas
- influencing and challenging European funding and procurement specifications
- challenging the contemporary market driven approach to place
- influencing the social responsibility practice of the private sector

4.2 Geographical alignment

Aims - In 10 years' time we will have:

- Enabled VCSE organisations to be an integral part providing support and services for people in a place
- Achieved a shared understanding of the relationship that the VCSE sector has with its key stakeholders, including beneficiaries / service users and clients (current and future), customers, funders and donors, commissioners, delivery partners, and the wider public and business sectors.
- Created a coherent and Greater Manchester-wide 'scaffolding' to the VCSE sector through local and Greater Manchester infrastructure and thematic anchor organisations.
- Used this scaffolding to facilitate connections into the most relevant parts of the VCSE ecosystem across different geographies, communities of identity and communities of experience; be it Greater Manchester, local authority area, neighbourhood or community.

The development of a robust infrastructure / scaffolding will be key to the overall success of the sector's transformation and should be seen as a priority for action and investment.

What needs to change to realise our full potential?

- Mapping and recognition of specific 'anchor organisations' in our localities and communities
- Agreed standards for VCSE infrastructure and support which operate across Greater Manchester
- Ensure that there are functional links within the ecosystem, including strong linkages and accountability with and from the Greater Manchester VCSE Leadership Group
- Agreement of and investment in the development of a clear arrangement of Greater Manchester, locality and neighbourhood 'infrastructure'
- Identify the contact points for stakeholder engagement with the ecosystem, including development of operational communications links to ensure alignment with the Greater Manchester Reform Model / neighbourhood working arrangements, including the creation of connector roles between public sector neighbourhood working arrangements and VCSE anchors across each locality.

The **outcome** will be a VCSE sector which is an integral part of 'place-based working' across every district, neighbourhood and community in Greater Manchester.

4.3 Leadership and accountability

Aims - In 10 years' time we will have:

- Strengthened partnership governance across people and place at a Greater Manchester level, and in individual districts, by involving VCSE leaders.
- Developed the role of the Greater Manchester M VCSE Leadership Group to create a bold and effective direction for the VCSE sector.
- Put in place effective leadership mechanisms and behaviours within the VCSE ecosystem via anchor organisations
- Developed the structures and programmes which will enable more effective shared leadership and accountability throughout the VCSE sector.
- Enabled more effective accountability of the VCSE sector to its many stakeholders

We believe that investment of time and resources is required into creating stronger leadership in the VCSE sector in Greater Manchester. We need to increase our capability and capacity to act strategically, to influence our partners and stakeholders, to participate in place-based leadership structures and to put in place tactics that will benefit the sector as a whole. For the VCSE sector, 'leadership' should be embedded throughout the ecosystem and be about enabling, catalysing and supporting others to act, rather than any top-down control. It should also be linked to the communities and functions described at section 2.2; focussed on geography, experience and identity.

Our ambition is also to be leaders in accountability: individually and severally. Each VCSE organisation has a requirement for accountability to its members, service users, beneficiaries, communities and wider stakeholders through its 'not for profit' governance arrangements. However, we also believe that we should be accountable for the social, environmental and economic impacts that we create.

We also aspire to build capacity to take a greater leadership role around Greater Manchester's diverse communities including recognition and capacity building to build up strength and recognition for leaders in certain communities of identity, including faith, BAME, gender, LGBT and disabled people.

What needs to change to realise our full potential?

- Agreement of minimum standards of involvement for leaders from VCSE organisations in partnerships and delivery governance across each of the 10 local authority areas
- A clear role and recognition of portfolio leadership for the Greater Manchester VCSE Leadership Group in relation to Greater Manchester decision-making, and parallel local authority level roles and recognition linked and led by the locality VCSE ecosystems.

- Recognition of the VCSE ecosystem arrangements and leaders in each of the 10 local authority areas
- Build from the VCSE leadership around mental health to embed VCSEs in governance of Local Care Organisations
- Greater participation in system leadership development programmes and flagship work such as the Leaders in Greater Manchester programme.
- A programme of enhanced leadership for those at the forefront of networks of VCSE organisations who represent particular Communities of Identity.
- Succession planning for the VCSE sector – a programme of work to nurture new leaders
- A bespoke community leadership programme to empower the next generation of community level leaders
- Enhanced state of the sector survey to allow better market intelligence to inform leadership and decision-making, including publishing a VCSE ‘Social Impact Report’ for our sector informed by our State of the Sector Survey

The **outcome** will be strong visible and effective leadership in the VCSE sector at all levels and geographies.

4.4 Workforce

Aims - In 10 years’ time we will have:

- Put in place a comprehensive workforce programme based in improving capacity, capability and employment standards.
- Built consistency of practice and high standards in the conduct of the relationships between the VCSE sector and our key public sector partners.
- Facilitated the involvement of VCSE staff, volunteers and carers in sector-blind support programmes associated with ‘one workforce functioning together’.
- Increased the use of secondments, work experience opportunities, ‘back to the floor’ etc., within the VCSE sector and with public sector partners, to enable a holistic workforce approach and understanding.
- Ensured that volunteering is properly valued and resourced.

Our VCSE sector needs investment of time and resources in workforce development, career progression and good employment practice. We have the potential to be leaders in good employment, and hold a collective aspiration that all VCSE employers should be able to achieve Greater Manchester Good Employment Charter standards.

However, a number of barriers exist around human resources capability and capacity, lack of ‘core funding’ and the financial ‘terms and conditions’ of grants and contracts. Our own market forces are driving down wages and restricting good practice. This is something that we need to address and change. We will use our evolving ecosystem model to ease additional investment into our sector

to create the space for development, sharing good practice, testing innovating working practice and raising overall standards.

We also recognise the diversity in how our sector works, and will explore how greater collaboration can be used to reduce pressure on workforce and resources.

In order to enable better links to be made both between organisations within the VCSE sector and between the sector and its public and private partners, we believe that the creation of 'connector' roles will be vital. These might sit in both public and VCSE sector organisations, but their roles will be to ensure effective communications, involvement and partnership working.

We will put in place arrangements to implement the vision of the draft Volunteering in Greater Manchester Strategy: People who live, work and study in Greater Manchester will be encouraged and enabled to contribute to the life of Greater Manchester through volunteering, and in return will gain a positive, meaningful and rewarding experience.

What needs to change to realise our full potential?

- A ramped up training and support provision for the VCSE workforce, including volunteers and carers
- Development of a collaborative approach to joint services, including HR, legal services etc.
- Implementation of the Greater Manchester Volunteering Strategy
- Work with all Greater Manchester Local Authorities and public sector organisations to put in place Employer Supported Volunteering, secondments, work shadowing and other arrangements in conjunction with their local VCSE infrastructure, to enable the sharing of expertise and knowledge between sectors

The **outcome** will be VCSE staff and volunteers that are empowered to be part of the one functioning workforce providing services for the people of Greater Manchester supported by consistency of practice and high standards.

4.5 Financial resource and investment

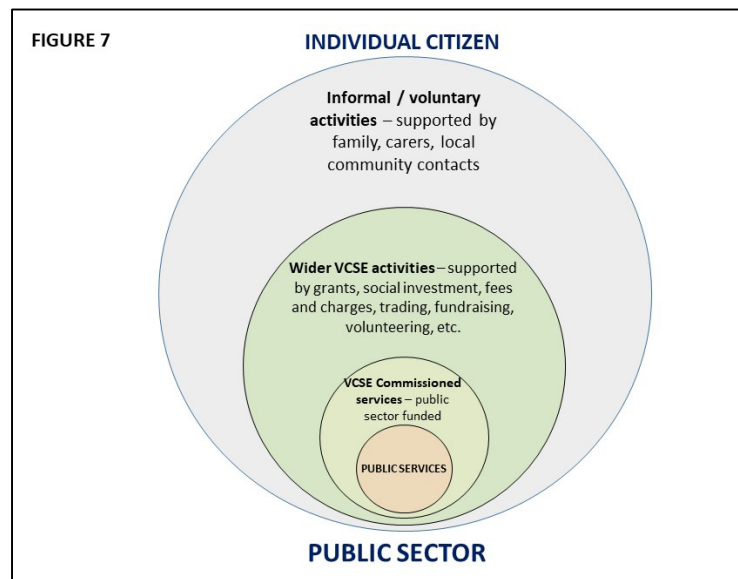
Aims - In 10 years' time we will have:

- Worked with partners to create a strategic and joined up approach to funding and commissioning of VCSE activities.
- Enabled a shift in resources that allows VCSE sector organisations to increase their role.
- Enabled the funding of core costs – allowing full cost recovery.
- Levered in additional finance and investment into the VCSE ecosystem to support, enable and nurture its development.

Figure 7 describes the money flows and how VCSE activities and services for people can be:

- Services commissioned by the public sector
- Wider activities supported through grants and other income sources
- Informal and voluntary activity

Our intelligence shows that creating a sustainable and productive VCSE sector will need collaboration, and investment of effort and funding. This will be especially true in places where 'social infrastructure' is thin on the ground, and in areas where an expansion of the sector will be needed for VCSEs to reach their potential in delivering the Greater Manchester Strategy.



Achieving the potential benefit from VCSE action whilst remaining values-driven will need a co-ordinated approach to funding and resources, including an increased focus on covering the 'real cost' of VCSE delivery; giving financial sustainability and reliability. We are working with our funders, local businesses and investors to explore greater collaboration and co-ordination to maximise new financial opportunities. There are actions that VCSE can take in communities, which other agencies find difficult, and we will work with partners to secure the resources required to do these things.

We want to create a city region where the work of the VCSE sector is resourced in an appropriate manner, to maximise their collective impact in the short, medium and long term. To do this, we will work with a range of partners to develop and put in place a high-level strategy for investment with our partners across Greater Manchester. This will be driven by the shared outcomes for Greater Manchester and its people articulated in the Greater Manchester

Strategy; consider the types and sources of investment available, and build a framework for investment. It will not talk about individual organisations or places, but instead act as a guide or blueprint for funders. We recognise that in some cases there may be a need for dis-investment in current ways of working, including a need for VCSE activity to change.

What needs to change to realise our full potential?

- Develop and put in place a strategic approach to investment in the VCSE sector, which explores principles and guidelines, as well as models for investment brokerage, asset transfer and spatial planning for the VCSE sector
- Grow infrastructure capacity in each of the 10 districts of Greater Manchester and at a Greater Manchester level to enable VCSE organisations to act as funding anchors, channelling public money and raising investment for communities.
- Work alongside key partners to set up a Greater Manchester Funders Forum, to enable better collaboration
- Create a Greater Manchester Community Foundation to maximise the benefit from and better co-ordinate social investment and philanthropy – making sure that it reaches the places and people that need it most
- Explore new sources of funding and investment, for example to enable social innovation, and explore more enterprising income streams and markets
- Regular dialogue and networking between commissioners of services from the VCSE sector, to reduce the ‘postcode lottery’ which exists across Greater Manchester for VCSE organisations
- Put in place ‘core funding’ pilot projects to understand how this will enable improved outcomes, more effective VCSE services and enhanced sustainability for the sector
- Increase our focus on financial resilience and planning for ‘economic shock’ as a sector.

The **outcome** will be a resilient and inclusive economy where social enterprises, co- operatives, community businesses, charities and microsocial business thrive.

Aims - In 10 years' time we will have:

- Agreed a commissioning framework for the VCSE sector in Greater Manchester, for use by all public sector organisations.
- Joined up intelligence sources – giving VCSE organisations better access to data and 'market intelligence' and the VCSE sector feeding into public sector intelligence functions and commissioning.
- Utilised the 'reach' of the VCSE sector to support the development of policy and strategy across the city region, including the lived experiences of people into public sector programmes and decision-making.
- Built more comprehensive arrangements for collaborative delivery within the VCSE sector.
- Invested in digital infrastructure and skills
- Explored community-led and collaborative approaches to asset transfer and estates ownership.

We will work with our partners to build on existing good practice and establish arrangements for co-production with residents of Greater Manchester. We will support and enable citizen involvement in how services for people are designed, delivered, and evaluated. This particularly holds true for co-production involving those who have experienced severe and multiple disadvantage. We will use the emergent public / VCSE community of practice, Jam & Justice²⁰ work, citizen-led movements focused on devolution, for example, to better embed citizen-led activity and create 'services for people' or 'services with people' rather than 'public service'. Our ecosystem arrangements will enable this to happen and to flourish and grow.

Central to this will be the development of a VCSE Commissioning Framework for Greater Manchester. Work already under way shows that this will include:

- The VCSE sector acknowledged as being part of within **core** commissioning plans, leading programme of services and support
- Guidance to ensure better knowledge and understanding of, as well as access to the VCSE sector
- A strategic approach to investment, employing different commissioning and procurement methodologies and funding arrangements (see Figure 7)
- A core focus on co-creation, co-design and co-production
- Guidance on how commissioning can utilise social value to stimulate inclusive growth, improve health and wellbeing, promote inclusion and provide an environment that makes people healthier.
- Investing in strategies for building community capacity

²⁰ <https://jamandjustice-rjc.org/publications-jam-and-justice>

The VCSE sector has a number of areas that are key enablers of our delivery, growth and development affecting our ability to take an active part in programmes, policy and delivery. Focussed effort is needed to improve capacity around:

- Digital technology and infrastructure
- Information governance
- Physical assets – buildings and places
- Data, intelligence and evaluation capacity
- Innovation

Use of a social value approach to commissioning, procurement and system activities will be an enabler to maximising the benefit from the work of VCSE organisations. Social value allows local voluntary, community and social enterprise providers to compete more effectively in a tender situation, and these providers will lever in additional funding from charitable and other sources outside of the local authority.

As part of the sector's transformation, and in order to maximise opportunities for social innovation, we need:

- new ways of cultivating innovators
- empowering 'users' to drive innovation
- new cross-sectoral and international approaches to innovation
- new institutions adapting new technologies for social potential
- institutions orchestrating systemic change

The support required for this includes:

- leaders who encourage and reward innovation
- finance specifically for social innovation
- markets open to social solutions and outcomes
- incubators for promising models
- explicit methodologies for R&D in social and public sectors

What needs to change to realise our full potential?

- Implementation of a VCSE Commissioning Framework for Greater Manchester
- Renewed impetus for programmes of support and learning around use of digital technologies, as well as investment in physical infrastructure to enable VCSEs to have effective use of digital technology
- A focus of local authority asset management strategies to enable transfers of ownership and management to maximise community benefit
- Increased data, research and intelligence capacity for the VCSE sector at locality and Greater Manchester levels

- Involvement of VCSE sector organisations in the creation of hubs of social innovation, particularly around public service reform, but also relevant parts of business innovation models
- Provision of additional support for enterprise and trading.
- Support for VCSE organisations to develop collaborative delivery partnerships and consortia, and act as a commissioner of services in communities.
- An intelligence driven, not formulaic approach to procurement of social value – valuing what matters for Greater Manchester, not what is easiest to measure

The **outcome** will be a VCSE sector that has the physical infrastructure and resources to thrive and for which there are consistent and appropriate commissioning arrangements.

4.7 Tackling the barriers and delivering on devolution

Aim

- The VCSE sector is able to contribute towards dialogue between the public sector in Greater Manchester and national government, adding an independent voice for the benefit of the people of Greater Manchester.

We propose to work with Greater Manchester partners and government to put in place the conditions to develop an effectively resourced, highly skilled and empowered VCSE ecosystem in all localities. To do this, we will harness the expertise and influence of national VCSE representative bodies and work with them to address the barriers to increasing VCSE productivity.

We will work with our public sector partners and government, to explore opportunities in the following areas, which are sector-specific but aligned with a broader conversation:

- **Recognition** at a national level that VCSE organisations are part of the ‘system’ in which services and support are delivered with the citizens of Greater Manchester.
- **Review of guidance, regulation and legislation**, which may limit or hinder the effectiveness of VCSE organisations or provide an opportunity for the VCSE sector.
- **Join up policy and strategy across government departments** to enable effective VCSE involvement in local and economic policy
- **Prioritise the enactment of policies** that enable VCSE and community-led action, such as community-owned housing, land ownership, community and co-operative ownership of digital infrastructure, etc.
- **Devolve relevant budgets, or powers to release funds** to Greater Manchester as part of a programme to provide appropriate and sustainable

core funding to VCSE organisations in Greater Manchester, reducing inequalities within the sector

- **Translate the policy and intent** described for the VCSE sector in key documents such as the Civil Society Strategy and NHS Long Term Plan into regulation, investment plans, and services.

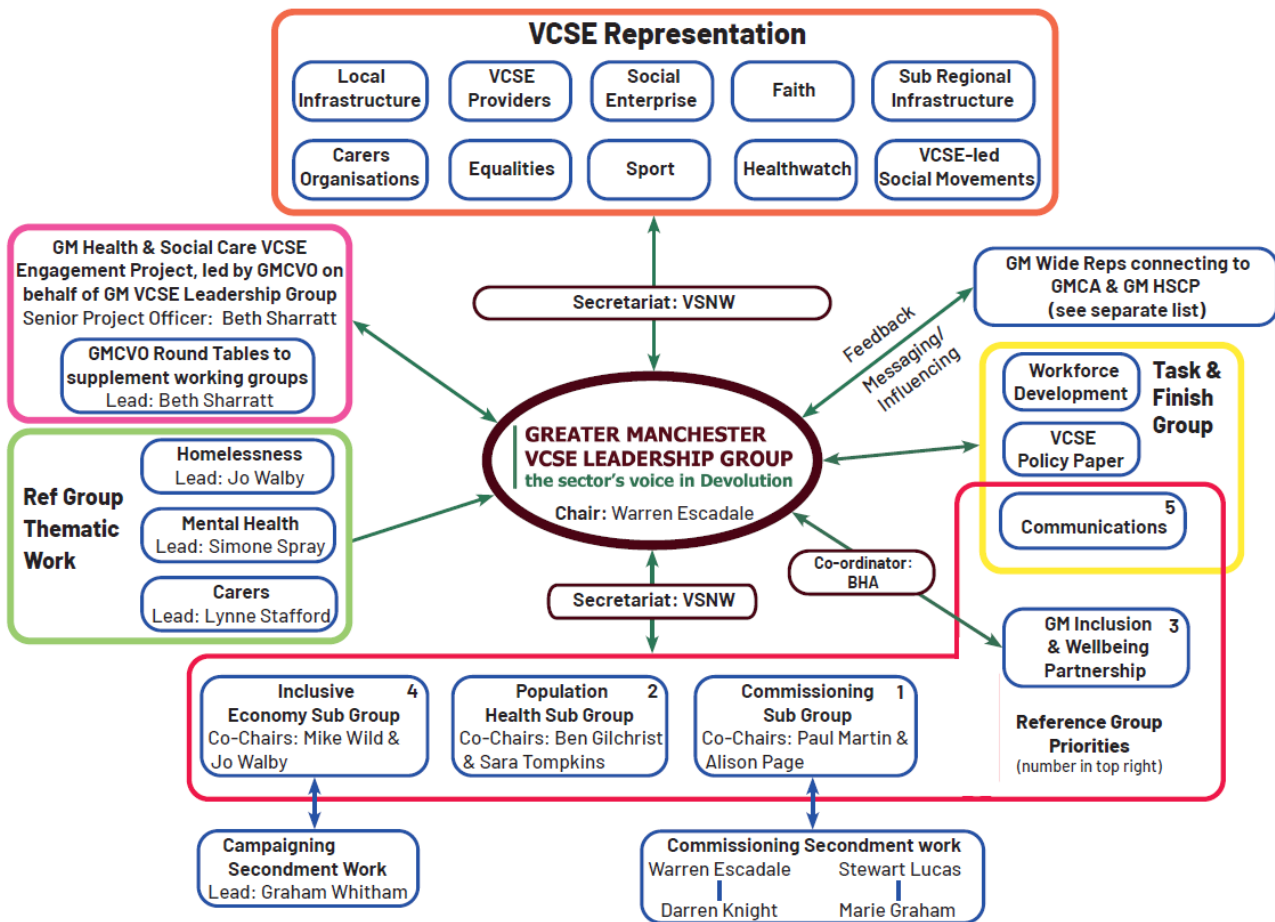
The **outcome** will be a Greater Manchester where the devolved arrangements have created significant improvement in the VCSE sector's capacity to deliver.

5.0 Implementation

5.1 Governance

Figure 8 shows the structure and some of the current activities of the Greater Manchester VCSE Leadership Group. The Task and Finish Group outlined in yellow in this diagram will assume a role to lead the programme of transformation work. To do this it will require support from key public sector partners and alignment of investment into programme delivery.

The Task and Finish Group will be accountable for engagement with the wider stakeholders in this paper – both within the VCSE sector and across the public and business sectors.



Delivery of this Policy Paper will take collaboration and partnership within our sector across different geographies, including national VCSE bodies where their support can be of value.

5.2 Communication and engagement

A communications plan will be developed to raise awareness of the paper among the VCSE sector and other key stakeholders in Greater Manchester, and to share key messages. Delivery actions and outcomes will be shared at regular intervals over the implementation period to ensure that stakeholders are kept informed of developments.

Building on the comprehensive programme of engagement which has already taken place to support the development of this paper, we will create a variety of opportunities for VCSE and other stakeholders to get involved with both developing an implementation plan, and delivery of the plan.

Communications will use a range of digital media including web, email and social media. Engagement will primarily be face to face via meetings and events, with periodic surveys to ensure that implementation is effective.

5.3 Implementation Plan

This Policy Paper is an articulation of the high-level policy aspirations of VCSE leaders and we recognise that much more work is needed to co-produce the ways that this policy will be enacted. We will put in place a high level 'Implementation Plan' to deliver this Policy Paper, which has buy-in from all sectors. As far as possible, this Implementation Plan will be embedded into the Implementation Plan for the Greater Manchester Strategy, that for the Local Industrial Strategy, and Greater Manchester Spatial Framework, as well as into locality-led operational arrangements to deliver the Health and Social Care 10-year plan and the Greater Manchester Model for Unified Public Services.

Our aim is that delivery of this Policy Paper is not done in isolation but is co-created with our partners and delivered through joint programmes and initiatives. VCSE-only activity will be the exception, rather than the norm.

Delivery of this Policy Paper will need to take place across a number of geographic levels. For example, a great deal will be achieved through 'neighbourhood working', or through strategies developed in individual local authority areas. However, there will be a number of more 'specialist' pieces of work best led at a Greater Manchester level, for example, the leadership and commissioning framework programmes.

Our Implementation Plan will also acknowledge the need for lateral working between districts, which will be led by 10GM on behalf of local infrastructure organisations, working with GMCVO and others, or by anchors responsible for specific communities of experience or identity.

Writing and publishing this paper is a 'first' for Greater Manchester. We have already come on a journey and believe that now is the time to set out our blueprint for action over the next 10 years.

5.4 Priorities for Action

Our priorities for action are:

- **Identify and put resources into** the anchor and infrastructure organisations which form the scaffolding to the VCSE ecosystem
- **Build strong and shared VCSE leadership** and accountability arrangements for the VCSE sector across Greater Manchester
- **Ensure appropriate involvement of VCSEs** in governance and decision-making which will impact on people and communities
- **Lead work in neighbourhoods** to co-create services with people that target inequality
- **Develop a placed-based approach to resources** that will enable VCSE involvement in neighbourhood working – including workforce, skills, assets and finance
- **Identify major programmes and social movements** where VCSE organisations can lead and assemble the partnerships and resources needed for delivery
- **Carry out ongoing evaluation** and learning from experience

6.0 Measuring Success

We need to know whether we have made a difference with this Policy Paper and achieved the aims described in section 4 above. To do this, we will jointly develop a set of process and impact outcome measures for the implementation of the work described in this Paper, using a 'Theory of Change' model to monitor, manage and improve the difference that is happening.

Our evaluation will explore:

- Achievement of the outcomes described in this paper
- Standards and quality of delivery
- Application of co-production principles
- Whole system benefits

It will seek to establish whether we have achieved the following outcomes:

- A VCSE sector which is an integral part of 'place-based working' across every district, neighbourhood and community in Greater Manchester.
- Strong, visible and effective leadership in the VCSE sector at all levels and geographies.
- VCSE staff and volunteers are empowered to be part of the one functioning workforce providing services for the people of Greater Manchester, supported by consistency of practice and high standards.
- A resilient and inclusive economy where social enterprises, co-operatives, community businesses, charities and micro-social business thrive
- A VCSE sector that has the physical infrastructure and resources to thrive, and for which there are consistent and appropriate commissioning arrangements
- A Greater Manchester where the devolved arrangements have created significant improvement in the VCSE sector's capacity to deliver
- A measurable contribution to the delivery of the vision described in the Greater Manchester Strategy

7.0 Glossary

In this paper, when we talk about the '**VCSE sector**' in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where there is a wider accountability to the public via a board of trustees or a membership and all profits are reinvested in their social purpose.

For us, an '**ecosystem**' is a community of organisations and groups, interacting both with each other and with their physical environment. These organisations and groups are mutually interdependent, know no sectoral boundaries, and are linked through resource cycles and communication flows.

VCSE '**infrastructure**' consists of local sector support and development organisations that work with local VCSE organisations, helping them to thrive. The infrastructure organisations influence, connect and develop other VCSE activity, and do not provide services directly to individual members of the public.

Other terms used in this paper include:

Social Value - the creation of social, environmental and economic outcomes through the day-to-day business of all organisations

Inclusive economy - the economy should serve inclusive, social goals. It is formed of a rich diversity of enterprises and organisations sharing common values and features, including priority of the social objective over capital.

Anchors - these are anchored in a place, be it city region, locality or neighbourhood, and take a strong leadership role for the place and its people, act as a focus for activity, provide support and space to other groups and organisations, and can act as an advocate on their behalf. Being an 'anchor' is as much about a mindset and behaviour as it is about a physical place.

System - we have used this to describe the working together of the constituent parts of a complex whole; in this case the 'public services' which exist for the people of Greater Manchester.

VCSE Accord - the agreement between the Mayor of Greater Manchester, GMCA and the VCSE sector, signed in November 2017²¹.

VCSE Memorandum of Understanding - an agreement between the VCSE sector and the Health and Social Care Partnership in Greater Manchester, setting out shared priorities between the two sectors and committing to a package of funding until 2021.²²

²¹<https://www.gmcvo.org.uk/publications/accord-between-mayor-and-gm-combined-authority-and-vcse-sector>

²²<https://www.vsnw.org.uk/our-work/devolution/greater-manchester>