

**Manchester City Council**  
**Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 5 March 2020

**Subject:** Voluntary, Community and Social Enterprise (VCSE)  
Infrastructure Service

**Report of:** Director of Policy, Performance and Reform

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## **Summary**

This report provides an update on the Voluntary, Community and Social Enterprise (VCSE) infrastructure service, specifically on the contract management arrangements put in place since October 2019 (new contract start date).

## **Recommendations**

Members are asked to consider and comment on the report for the Voluntary, Community and Social Enterprise infrastructure service contract and advise on future communications and update reports.

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## **Wards Affected: All**

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Officers will work with Macc (the provider) to consider how the VCSE Infrastructure service contract can contribute to Manchester's ambitions to live within our science-based carbon budget and become a zero carbon city by 2038 at the latest

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The VCSE infrastructure service contract supports the growth and sustainability of the VCSE including the workforce, volunteering and relationships with business.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The VCSE infrastructure service contract supports volunteering pathways into education, employment and training and the positive contribution residents make through voluntary work and their active contribution to city life and their communities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The VCSE infrastructure service contract works with the VCSE and other key stakeholders to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of

	people.
A liveable and low carbon city: a destination of choice to live, visit, work	The VCSE infrastructure service contract contributes to this agenda via its work with VCSE organisations and other partners that celebrate diversity, engage communities and engender pride in the city.
A connected city: world class infrastructure and connectivity to drive growth	The VCSE infrastructure service contract provides a range of information across a number of mediums that helps to improve local connectivity between VCSE organisations and the public and private sector

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

1. Voluntary and Community Sector (VCS) Infrastructure Contract - Communities and Equalities Scrutiny Committee – 6 December 2018
2. Voluntary & Community Sector Infrastructure Service – Co-design Recommendations - Communities and Equalities Scrutiny Committee – 7 February 2019
3. Voluntary, Community and Social Enterprise (VCSE) Infrastructure Service update - Communities and Equalities Scrutiny Committee – 10 October 2019

## **1. Introduction**

- 1.1. The Council continues to invest in its relationships with the VCSE sector in a number of ways, notably through the Our Manchester Voluntary and Community Sector (OMVCS) Grant Programme and its investment in VCSE infrastructure support citywide. Fundamental to this is the desire to have a diverse, thriving, resilient, effective and sustainable VCSE sector in Manchester, which is recognised as a key priority within the Our Manchester Strategy as something that will enable the VCSE to continue to provide an important contribution to delivering the vision and desired outcomes for the city. The role of local infrastructure for the sector is seen as an important enabler to achieving the ambitions described above, as it provides services, support and advice to (and promotes) local charities, community groups and social enterprises that deliver social action.

## **2. Background**

- 2.1. The new integrated Manchester City Council (MCC) and Manchester Health and Care Commissioning (MHCC) VCSE infrastructure service was procured in July 2019, following a process of consultation and co-design. Macc were successful in this process and awarded the 3 year (+ 2 year option to extend) contract to deliver development and support around governance, organisational structures, policy and funding; as well as engagement and influence in partnership work, co-design processes and volunteering opportunities for residents. The contract went live on the 1st October 2019.
- 2.2. The table below is a brief summary on the timeline and processes that have been undertaken to date:

April 2018 - Sept 2018	Joint review between Manchester City Council (MCC) and Manchester Health and Care Commissioning (MHCC) of their respective infrastructure service contracts
Sept 2018 – Dec 2018	Co-design of new contract (see Communities and Equalities Scrutiny Committee, December 2018)
Jan 2019 - March 2019	Consultation with the VCSE sector, Members and wider stakeholders on co-design group recommendations (see Communities and Equalities Scrutiny Committee, February 2019)
March 2019 - April 2019	Development of specification based on co-design recommendations and consultation comments. This period also included a soft-market testing event which was aimed at stimulating market interest.
May 2019 - Sept 2019	Tender process, including VCSE reference group, assessment panel and completion of procurement report and publication of the Key Decision

1 Oct 2019	Contract start date (See Communities and Equalities Scrutiny Committee, October 2019)
Oct 2019 to Jan 2020	Kick start meetings between MCC, MHCC and Macc to develop contract monitoring framework and agree annual priorities

- 2.3. A series of kick start meetings have taken place between the MCC, MHCC and Macc representatives between October 2019 to January 2020, focused on:
- how the organisations will work together effectively going forward
  - addressing the feedback from the procurement process
  - identifying annual priorities, and
  - developing the contract management arrangements - agreeing outcomes, key performance indicators and monitoring systems for the contract and how this evidence will be captured and shared more widely with stakeholders including the VCSE sector, other commissioners, elected Members and key partners.
- 2.4. The process has been guided by feedback from the previous joint contract review, co-design group recommendations and subsequent consultation, which recommended that the VCSE sector (as the beneficiaries of the service) should have more involvement in the priority setting and monitoring processes going forward.
- 3. Contract Management Framework**
- 3.1. The VCSE infrastructure service specification set out a number of quite detailed outcomes for the contract. Since then, feedback from the assessment process and the kick-start meetings (for the contract) have highlighted the need for the outcomes to be further refined in order to be clearer and more manageable. This is summarised in the table below describing the three main/core commissioned and service areas, outcomes, objectives/deliverables and measures. This will include a combination of data, narrative – case studies/stories to illustrate delivery. Please note, at the time of this report the language and final wording is still being worked on.

Service Area	Description	Outcome(s)	Objectives / Deliverables	Performance Measures
Development and Support	<p>Providing advice, practical development and (capacity building) support to a range of VCSE organisations across the city, using a variety of methods that reach out into local neighbourhoods and communities of identity.</p> <p>This supports and enables organisations to build upon their strengths and provide the best service they can to the city and includes work around finance, governance and management, risk, project and business planning, impact and outcomes.</p>	Having/supporting a vibrant, thriving, diverse, sustainable, and resilient VCSE sector	<ul style="list-style-type: none"> <li>• Single point of access for information, advice and guidance including basic and in depth support, needs led training and signposting</li> <li>• Supporting and generating income with and for the sector</li> <li>• Building and maximising relationships between business and the sector</li> <li>• Supporting groups to be able to demonstrate impact and outcomes.</li> <li>• Work with MCC (and other key stakeholders) to strengthen the Community Asset Transfer (CAT) policy, systems and processes and provide an offer of training and support to groups wanting to take on a building.</li> </ul>	<ul style="list-style-type: none"> <li>• General access and usage data, demographics and trend analysis</li> <li>• Impact and outcomes of development support on VCSE groups e.g. case studies and testimonies.</li> <li>• Income into the city from a variety of sources, and percentage of MCC grants as part of overall income</li> <li>• Business engagement forums, increased relationships and understanding between the sectors including the impact and outcomes that brokerage has delivered</li> <li>• Training for VCSE groups, peer support, shadowing, improved reporting on impact</li> <li>• Delivery of CAT information, advice, guidance and training pre and post policy changes</li> </ul>
Participation and Voice	<p>Supporting and facilitating engagement between VCSE organisations, public sector bodies and with the private sector to build relationships and understanding, develop capacity and resources and to improve service delivery. This also includes representing and sharing VCSE sector views and experiences with the public sector and other relevant bodies</p>	Championing, representing and or facilitating the voice of the sector	<ul style="list-style-type: none"> <li>• Building understanding and relationships between the VCSE and commissioners to help improve service design and delivery to improve outcomes for residents</li> <li>• Connect the VCSE to the integration of health and social care to support residents and improve health outcomes.</li> <li>• Enabling, facilitating and supporting participation with communities of identity, and in particular Black, Asian and Minority Ethnic (BAME) communities/organisations.</li> <li>• Championing, representing and being a leading voice for the sector with which the Council, MHCC and other partners can engage</li> <li>• Engaging and involving services users to shape offer, relationships and systems both internally within Macc and externally working with MCC, MHCC and other key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in/facilitation of co-design processes and delivery of current and new commissioning activity and programmes (e.g. OMVCS, Social Value)</li> <li>• Range and spread of VCSE groups involved and or engaged in the co-design and delivery of health programmes, including the Manchester Locality Plan, North Manchester General Hospital and the MHCC commissioning strategy - including the impact and outcomes that involvement has delivered.</li> <li>• Facilitation of locally based health forums, specifically Community Explorers across the city</li> <li>• Range and spread of BAME organisations engaged across the city and the specific activity delivered to build capacity in individuals, organisations and/or communities - evidence impact and outcomes.</li> <li>• Range of two way feedback mechanisms and channels and how this information is used and influences both internally within Macc and externally working with MCC, MHCC and other key stakeholders - including the impact and outcome of the sharing of that information.</li> </ul>
Volunteering	<p>Supporting and increasing good quality volunteering throughout the city, including the delivery of a volunteer centre aimed at</p>	Supporting, increasing and delivering good quality	<ul style="list-style-type: none"> <li>• Run a volunteer centre where residents that want to volunteer in the city can come for information and guidance, and that promotes,</li> </ul>	<ul style="list-style-type: none"> <li>• General access and usage data and demographics, trend and gap analysis.</li> </ul>

	<p>residents. Support to VCSE organisations, public sector and private sector to increase the range and quality of volunteering opportunities across the city.</p>	<p>volunteering opportunities throughout the city</p>	<ul style="list-style-type: none"> <li>• supports and develops volunteering across the city</li> <li>• Supporting volunteering pathways into education, employment and training</li> <li>• An offer of volunteering support and training for VCSE organisations promoting and sharing information and good practice</li> <li>• Active engagement with strategic volunteer developments in the city, including the alignment of policy, systems and resources that help to increase and improve access to volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Impact and outcomes of volunteer centre support on residents e.g. case studies and testimonies.</li> <li>• Activity delivered to support residents into good volunteering, education, employment and training opportunities – including the impact and outcomes that this activity has delivered.</li> <li>• Training for VCSE groups, evidence of improved volunteering provision and processes from groups.</li> <li>• Active engagement with strategic volunteer developments in the city, including the alignment of policy, systems and resources</li> </ul>
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- 3.2. In addition to monitoring all of the above, the kick start meetings have identified and agreed a set of annual priorities in order to respond some of the current challenges across the city and demand on the capacity that is available, to proactively plan ahead and ultimately to manage the contract within the available resources. These priorities will be aligned with and achieve the main outcomes of the contract and will be reported on via quarterly contract monitoring reports.

Year 1 (contract) annual priorities:

- North Manchester: delivery of the North Manchester Together (Inquiry) recommendations
- BAME organisations and leaders; establishing and implementing the activity around this area
- Community Asset Transfer (CAT); successful co-design and implementation of CAT policy and associated training for groups
- Business engagement; establishing and implementing the activity around this area
- Member engagement; proactive engagement with Members in relation to the VCSE infrastructure service offer, using a number of methods
- OMVCS forward plan; involvement with the board, co-design and delivery of the next OMVCS programme (2021+)
- Community Explorers; facilitation of North, Central, South and Citywide Community session across city
- VCSE involvement in delivery and feedback on the Manchester Locality Plan
- VCSE involvement in the co-design of the development of the MCC/MHCC Commissioning Strategy.

#### **4. Next Steps**

- 4.1. The contract will be monitored on a quarterly basis, with extended annual contract review meetings. Both, will be reported into the OMVCS Programme Board and Community and Equalities Scrutiny as requested and agreed. MCC, MHCC and Macc will continue to collectively identify opportunities to engage and communicate with different forums and stakeholders including the VCSE sector and elected Members throughout the year on the progress, impact and outcomes of the contract. An offer available via Macc/VCSE Infrastructure Service contract is detailed below for Members to consider:

- Members' briefing 3 or 4 times per year highlighting upcoming opportunities, good news stories and local examples, etc. – Please advise on any group who could liaise around this.
- Openly available data on a ward footprint about the numbers of groups and volunteers
- Introduction to the VCSE session for new Members
- Nominations for local groups and individuals for Spirit of Manchester Awards
- Referral mechanism for local groups

- Advising on local groups to present to scrutiny committees
- Standing invitation for Members to meet Macc and talk to them about the work
- Presentations to full Council about the work of the VCSE sector. For example, the State of the VCSE Sector Report.

## **5. Recommendations**

- 5.1. The Committee is asked to consider and comment on the report, advising on any preferred communication channels and forums for elected Members noted in point 4.1 of this report.