

Appendix 1:

VCSE Infrastructure Contract: Strategic Vision & Priorities (Draft)

1. Introduction

1.1. Manchester City Council (MCC) and Manchester Clinical Commissioning Group (CCG), through its Manchester Health & Care Commissioning (MHCC) partnership, are seeking to commission a Voluntary Community & Social Enterprise (VCSE) sector organisation to provide 'infrastructure support' to the VCSE in Manchester, working with public and independent sectors in the city to carry out activities that make an important contribution to meeting the outcomes of the Our Manchester Strategy and the aims and objective of MHCC. The VCSE infrastructure provider will be a leading partner in the city, working in accordance with the Our Manchester principles and the MHCC values.

2. The Our Manchester Strategy

2.1. In 2015 people were asked what their dream Manchester would be like, to help shape the Manchester Strategy 2016-25 and to let us know what makes the city the place where people want to live, work, play and do business. The consultation, which reached tens of thousands, gave the clearest picture yet of what matters to people, and told us that Manchester should aim to be:

- Thriving – creating great jobs and healthy business.
- Filled with talent – attracting both home-grown talent and the best in the world
- Fair –with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world-class transport and broadband

2.2. The Our Manchester Strategy fleshed out this vision into 64 priorities, known as the 64 'we wills,' which Manchester's people and organisations (not just the Council) have agreed to work towards. Delivery of these 'we wills' is dependent upon people and organisations across the city coming together so that their collective knowledge, skill and effort can be harnessed. To facilitate this, the four basic principles of Our Manchester identify ways to change what we do and how we do it, so we can all play our part in delivering the Our Manchester Strategy. These four Our Manchester principles are:

- Better lives – it's about people
- Listening – we listen, learn and respond
- Recognising strengths of individual and communities – we start from strengths
- Working together – we build relationships and create conversations

3. Manchester Health & Care Commissioning

3.1. MHCC is a partnership between MCC and the Manchester CCG (merger of the 3 Manchester CCGs), established in April 2017 with a mission to:

- Make Manchester a city where everyone can live a healthier life.
- Support you and your loved ones, investing in what you tell us is important to you.
- Make sure you receive the right care in the right place and at the right time, delivered by kind, caring people that you can trust
- Make the most of our money by reducing waste and funding the things we know will work
- Forge strong partnerships with people organisations, in the city and across the region and put health and wellbeing at the heart of the plans for developing Manchester's future as a thriving city.

3.2. The work of MHCC is underpinned by the values of being **Positive - Collaborative - Fair** and strategically aims to:

- Improve the health and wellbeing of the people of Manchester
- Strengthen the social determinants of health and promote healthy lifestyles
- Ensure services are safe, equitable and of a high standard with less variation
- Enable people and communities to be active partner in their own health and wellbeing
- Achieve a sustainable health and care system

3.3. The aims, objectives and values of MHCC are intrinsically linked to the Our Manchester Strategy and form the basis of the framework from which the VCSE infrastructure is being co-designed and developed.

4. The VCSE Sector in Manchester

4.1. The VCSE sector is commonly regarded as a 'vital part of the fabric of the city, embodying many of the principles of Our Manchester,' (Cllr Sue Murphy, VCS Grant Prospectus 2018-2021); providing connections between local residents, their communities and a range of services and opportunities within local neighbourhoods.

4.2. The 'City of Manchester State of the Voluntary, Community and Social Enterprise Sector' (2017) report¹, estimates that there are over 3300 VCSE organisations working in Manchester, with an estimated income of £526m (2014/15). Organisations are working across the city on a range of areas such as work with children and young people, equalities - communities of interests, as well as community development, education, training, research and economic wellbeing. It is estimated that 11,000 FTE paid staff are employed in the city, with over

¹ More information on the City of Manchester State of the Voluntary, Community and Social Enterprise Sector (2017) report can be found here: <https://www.manchestercommunitycentral.org/policy-and-influence/state-sector>

110,000 volunteers and committee/board members actively participating. A significant statistic highlighted within the report is the relationship that many VCSE organisations have with the public sector, where it is estimated that 71% of organisations have at least one source of public funding.

5. The VCSE Infrastructure Contract

5.1. Taking forward the key findings from a recent joint review of the existing VCSE Infrastructure contracts, MCC/MHCC are committed to co-designing a new service specification with the VCSE representatives and other key stakeholders that aims to:

- Support a diverse, thriving, resilient, effective and sustainable VCSE sector in Manchester that:
 - Makes a vital contribution to meeting the outcomes of the Our Manchester Strategy and the aims and objective of MHCC, in accordance with the Our Manchester Principles and MHCC values.
 - Is equitably distributed across geographical communities and across communities of identity.
- Further develop and support the VCSE sector and relationship it has with MCC/MHCC and other key stakeholders in the city.

5.2. Through co-design, the work of the VCSE infrastructure organisation will shift the focus from information and involving, to empowering and partnering with the VCSE through investment, conversations, co-design, building capacity and strengthening the assets that we have in the city as a means to helping and supporting residents, increasing prevention and support in communities to do more for themselves and to reduce demand on public services.

5.3. Taking an Our Manchester approach, using the feedback from the engagement to date, the commissioners and VCSE sector are seeking a VCSE infrastructure organisation that will:

- Champion, promote and celebrate the work of the VCSE sector and the contribution it makes in Manchester, using a variety of methods to demonstrate impact and outcomes.
- Work through listening, building on strengths, conversations, co-design and co-production.
- Work to support and improve the quality of life of Manchester citizens, in its own organisational delivery and through the VCSE organisations it works with.
- Continuously reflect on and promote that the VCSE is diverse in nature and therefore access to support and opportunities has to be available to small, medium and large organisations based on need, interest and capacity.
- Maximise investment into the VCSE in Manchester – working to increase money and resources through capacity building, engagement and influence and volunteering.

- Demonstrate strategic links at a local, regional and national level, utilising intelligence and robust analysis of need to inform its work to and with the VCSE and partners in Manchester.
- Enable resources and investment into the VCSE to be aligned to strategic programmes such as the Our Manchester Voluntary & Community Sector (OMVCS) Grant Programme and the emerging developments around the Manchester Local Care Organisation (MLCO) and any future VCSE Strategy for the city.
- Add value to the OMVCS Grant Programme and have a clear relationship with the OMVCS Programme Team and other MCC/MHCC teams as agreed.
- Be transparent, open, honest and accountable.
- Be clear about its offer and what it can and cannot do.

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Outcomes (examples to be refined)

Our Manchester Outcomes	Our Manchester 'we wills' (adapted specifically for the VCSE Infrastructure contract)	Metrics for monitoring
<p>A thriving and sustainable city</p>	<ul style="list-style-type: none"> • Support the growth and sustainability of VCSE. • Upskill the VCSE workforce to ensure that Mancunians can benefit from jobs created here, including higher level Apprenticeships • Maximise the potential of business and its relationship with VCSE 	<ul style="list-style-type: none"> • Number of jobs/employees in the VCSE in Manchester • Number of volunteers and volunteer hours in the VCSE in Manchester • Numbers of service users in relation to citywide population and demographics • Social and Economic impact (State of the VCSE City Reports)
<p>A highly skilled city</p>	<ul style="list-style-type: none"> • Support Volunteering pathways into education, employment and training • Support the positive contribution residents (particularly older people) make through voluntary work and their active contribution to city life and their communities. 	
<p>A progressive and equitable city</p>	<ul style="list-style-type: none"> • Work with the VCSE sector to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people • Improve health outcomes, connecting the integration of health and social care to the VCSE, and supporting people to make healthier choices so that people have the right care at the right time. 	

A liveable and low carbon city	<ul style="list-style-type: none">• Harness the potential of technology to improve the city's liveability, sustainability and connectivity.• Work with VCSE organisations that reflect and celebrate diversity, engage communities and engender pride in the city.• Increase volunteering across the city	
A connected city	<ul style="list-style-type: none">• Provide infrastructure and digital technology that improve local connectivity between VCSE organisations and the public and private sector	

Key Findings / Priorities from joint review of the VCSE infrastructure contract, MCC and MHCC

- The VCSE Infrastructure service needs to have a clearly defined purpose and role that is aligned to the vision, priorities and desired outcomes that the city wants to achieve.
- VCSE organisations are the experts in terms of their knowledge of the sector.
- Advocating on behalf of the VCSE, celebrating and promoting the role and value of the VCSE, particularly in relation to statutory organisations.
- State of the (VCSE) sector reports are good presentations of the contribution the sector makes in the city, as well as some of the ongoing challenges and key areas of work. Recognised that this is not currently commissioned by MCC/MHCC. Further consideration to be given around how this could be utilised more within the context of the infrastructure contract.
- Supplying what organisations want now and innovating in order to develop/provide what they need in the future.
- Commissioners not being too prescriptive about what an infrastructure should be/deliver and moving towards commissioning based on outcomes, leaving scope for the organisations to determine how best to deliver those outcomes.
- Representation - it is important that more voices are heard and the right voices and organisations are engaged in the work, particularly with regards to delivery at a place level and with communities of interest
- The infrastructure model should facilitate and distribute (where appropriate) leadership, networking and specialist support across the city.
- Black & Asian Minority Ethnic (BAME) VCSE engagement and development is viewed highly by all stakeholders as an area for further work and support.
- Capacity building – citywide and neighbourhood, more targeted outreach and neighbourhood based support needed.
- Community asset transfer continues to be key area of work that needs to be considered further to improve process, systems and support.
- Community development work but also recognised that some of this work might need to take place outside of the VCSE infrastructure

contract by others within the system, with adequate investment and support built in.

- Volunteering / Volunteer Centre model/approach needs to be considered further as the joint review did not necessarily frame this conversation right. Volunteering is still an important priority in the city, more conversations needed about some of the developments around employee related volunteering and brokerage between VCSE organisations and business.
- Manchester Local Care Organisation – Neighbourhoods, Integrated Neighbourhood Teams, Memorandum of Understanding key area of work and further consideration as to what role of VCSE infrastructure service has within this.
- Flexibility to be built into the new contract in order to be more responsive to changing sector and city needs.
- VCSE organisations should be more involved in the commissioning process and monitoring of the new contract