

# *At the heart of creating a better and fairer Salford*

**A strategy for the voluntary, community and social  
enterprise sector in Salford**

**2018 - 2023**

**June 2018**



## **Foreword by the City Mayor, Dr Tom Tasker (Chair of NHS Salford CCG) and Alison Page (CEO, Salford CVS)**

Salford is a growing and vibrant city.

More people than ever before are choosing Salford as a place to live, work, invest and visit. Today over 240,000 people call the city their home, an increase of nearly 10% since 2001. The city is embracing diversity as the proportion of our population born outside the UK steadily increases.

These people are the city's greatest assets.

Salford has a strong and active voluntary, community and social enterprise (VCSE) sector, with Social Enterprise City status demonstrating that this a core part of the city's economic and social growth and development. 1,513 voluntary organisations, community groups and social enterprises are active in our city, making around 2.4 million interventions with client, service users or beneficiaries in the last year<sup>1</sup>.

We know that in order to survive austerity, we need to protect and enhance the work of the VCSE sector. We have recognised the important contribution that the sector makes towards preventing people from becoming unwell; supporting them into training and employment; addressing the harm caused by poverty; and making Salford a better place to live.

Together, we have developed this Strategy to describe the position and role of the VCSE sector in Salford in terms of how it supports and benefits local people, delivers services and influences city-wide policy and strategy.

We also want to invest in the role of the VCSE sector, in order for it to grow and be sustained in its valued and valuable position at the heart of our communities.

## **Signatures**

## **Photos**

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<sup>1</sup> State of the VCSE Sector in Salford 2017 – Salford CVS, Sheffield Hallam University



**Vision: A city where voluntary organisations, community groups and social enterprises are at the heart of creating a better and fairer Salford**

Drivers for change	Shared Values	Objectives	Outcomes
<ul style="list-style-type: none"> <li>• Austerity and public-sector budget reductions</li> <li>• Pace of change around GM Devolution</li> <li>• Priorities set out by Salford’s City Mayor</li> <li>• Recent dramatic reduction in the free reserves available to VCSE organisations</li> <li>• Innovation in ways of working is leaving parts of the sector behind</li> <li>• Key Strategies – Locality plan, Tackling Poverty</li> <li>• VCSE sector capacity to respond to changes in need and demand for services and activities.</li> <li>• Need for consistency of approach in partnerships and relationships between the public and VCSE sectors</li> <li>• Focus on ‘prevention’ and ‘managing demand’ for public sector services</li> <li>• Need for a clear strategy for the whole VCSE sector and a strategic investment plan for the City Council, NHS Salford CCG (and other public bodies) to use in their decision-making with regard to the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Trust</b> – within the VCSE sector, and between public sector and VCSE</li> <li>• <b>Transparency</b> – in relationships and communication</li> <li>• <b>Simplicity, proportionality and fairness</b> – in operational practice</li> <li>• <b>Being inclusive</b> – in everything that we do</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Involve</b></li> <li>2. <b>Include</b></li> <li>3. <b>Collaborate</b></li> <li>4. <b>Value</b></li> <li>5. <b>Invest</b></li> <li>6. <b>End (poverty)</b></li> </ol>	<ul style="list-style-type: none"> <li>• A clear <b>position and role</b> for the VCSE sector in strategic partnerships</li> <li>• <b>Recognition</b> and agreement about how the sector supports and benefits local people, delivers services and influences policy and strategy</li> <li>• <b>Shared understanding</b> between the VCSE sector, Salford City Council and NHS Salford CCG of the <b>relationship</b> that the VCSE sector has with its <b>key stakeholders</b>, including beneficiaries / service users and clients (current and future), funders and donors, commissioners, delivery partners, and the wider public sector</li> <li>• <b>Resources</b> that are appropriate, accessible, and sustainable</li> <li>• A <b>consistent approach</b> to strategic and operational thinking</li> <li>• Consistency of practice and <b>high standards</b> in the conduct of the relationships between the VCSE sector and our key public sector partners</li> <li>• A VCSE sector which works in <b>partnership</b> with the City Council and NHS Salford CCG for the benefit of the people of Salford.</li> </ul>
	<h3>Shared Commitments</h3>		
	<ul style="list-style-type: none"> <li>• Sharing information and intelligence – about relevant and available VCSE activity; about population, local statistics, business development, commissioning and budget proposals, etc, in a timely and accessible manner</li> <li>• Sharing connections and ability to influence</li> <li>• Collaboration and involvement in strategic discussions (including budget-setting), project development, co-production, co-design and equal partnership</li> <li>• Undertaking impact assessments – however simple, relating to the sector, inclusion and equality</li> <li>• Keeping and sharing records of performance, impact, social value, in a way that is proportionate and flexible</li> <li>• Upholding existing agreements and codes of practice</li> </ul>		

# 1. Purpose and Aims

The purpose of this Strategy is to describe the position and role of Voluntary, Community and Social Enterprise (VCSE) sector in Salford in terms of how the sector supports and benefits local people, delivers services and influences city-wide policy and strategy.

Our ambition is to ensure that resources are identified to sustain the growth needed for the sector to take a full role in managing demand for public services, for ensuring that there is a focus on prevention – of ill health, poor wellbeing, poverty and poor quality of life – and that what is one of the strongest and most effective VCSE sectors in GM, can continue to develop and innovate.

The Strategy has a City-wide focus and covers the relationship that the VCSE sector has with Salford City Council and NHS Salford CCG.

We have built the Strategy around the 6 Pillars of Salford’s VCSE manifesto, and have developed an action plan which will ensure its delivery. This action plan will include an investment strategy for the future sustainability of the sector.

The aim of this Strategy is to achieve the following outcomes, products and ways of working:

- A clear **position and role** for the VCSE sector in strategic partnerships
- **Recognition** and agreement about how the sector supports and benefits local people, delivers services and influences policy and strategy
- **Shared understanding** between the VCSE sector, Salford City Council and NHS Salford CCG of the **relationship** that the VCSE sector has with its **key stakeholders**, including beneficiaries / service users and clients (current and future), funders and donors, commissioners, delivery partners, and the wider public sector
- **Resources** that are appropriate, accessible, and sustainable
- A **consistent approach** to strategic and operational thinking
- Consistency of practice and **high standards** in the conduct of the relationships between the VCSE sector and our key public sector partners
- A VCSE sector which works in **partnership** with the City Council and NHS Salford CCG for the benefit of the people of Salford.



## 2. Vision

**A city where voluntary organisations, community groups and social enterprises are at the heart of creating a better and fairer Salford**

## 3. Why we have published this Strategy

### 3.1 Background

Salford has a history of partnership working and co-production, and our Strategy has been developed through the joint work of a group which represents both VCSE organisations and the public sector in Salford.

There is a strong leadership from Salford's VCSE sector, with Salford CVS and our VOCAL VCSE Leaders' Forum having published its Manifesto in 2016. This Manifesto has been at the heart of work to develop this Strategy, with the Pillars that it contains being endorsed by Salford's City Mayor, the City Council and NHS Salford CCG.

Infrastructure for VCSE engagement and representation is in place; alongside the VOCAL VCSE leaders are thematic groups around key issues for the City, mirroring the Strategic Partnerships which drive forward collaborative working in Salford. This infrastructure allows effective communication and representation with decision-making structures.

In order to inform this Strategy we have held co-production workshops and forums, allowing joint discussion around:

- place and assets;
- commissioning, procurement, grants;
- vision and strategy for the city;
- Salford's Locality Plan and its implementation,

Our Strategy is also based in facts about the VCSE Sector. Research published in our State of the Sector 2017 report describes the key characteristics of the sector and its activity in Salford.

Salford's VCSE sector is also represented on the GM Devolution VCSE Reference Group, which has clearly articulated four contributions that the sector can bring to public life:

- *We are many. The army of staff, volunteers and supporters across the sector are a **catalyst** for change and a connector of people*
- *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*
- *We can 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***



- *We **understand our communities**. We can help drive people-powered change, harnessing social action and bridging the gap that can exist between public services and the people they serve*

A Memorandum of Understanding between the VCSE sector and the GM Health and Social Care Devolution Partnership has been agreed, which is intended to transform the relationship of local VCSE organisations with Health and Social Care Devolution, and it should benefit all groups involved in health, social care and wellbeing.

However, although Salford is recognised for its inclusive approach towards VCSE / public sector relationships, this is not described formally, and relies on the goodwill and perseverance of the personalities involved. Furthermore, it is difficult to capture and share the story of what is working well with others.

There is also a need to ensure that where good practice is identified, this helps drive forward a more proactive response to the VCSE sector in other areas.

### 3.2 Drivers

There are a number of practical drivers which justify the publication of a VCSE Strategy for Salford at this point in time, including:

- Public sector budget reductions – for example, the amount that Salford City Council receives from government has been reduced by over 40% in the 6 years to 2016/17 – and a similar reduction in funding has been passed on to the local VCSE sector
- The need for a clear position for the VCSE sector given the pace of change around GM Devolution and its associated work streams
- The need for a clear articulation of the VCSE sector’s role in the achievement of the priorities set out by Salford’s City Mayor
- Results of the ‘State of the Sector’ research 2017 which has shown a dramatic reduction in the free reserves available to VCSE organisations to tide them over gaps in funding (**43%** of organisations now have less than 3 months running costs in reserves)
- Technological innovation in ways of working which is leaving parts of the sector behind
- The Salford Locality Plan for Health and Social Care – over 77% of local VCSE organisations work to improve people’s wellbeing
- Challenges in VCSE sector capacity to respond to changes in need and demand for services and activities, for example changes due to Welfare Reform.
- The need for consistency of approach and to relationships between the public and VCSE sectors
- The increasing focus of the public sector on ‘prevention’ and ‘managing demand’ for public sector services, both of which will have direct implications for VCSE organisations
- The need for a clear ‘business case’ for the VCSE sector, given the severe financial pressure under which it finds itself



- The need for clear ‘investment principles’ as part of a strategic investment plan for the City Council, NHS Salford CCG (and other public bodies) to use in their decision-making with regard to the sector.

We know that we must build from the strong relationships around the VCSE sector in Salford, learning from what has worked (and what hasn’t) and celebrating our successes. The Salford partners also wish 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 believe that a ‘perfect storm’ exists – austerity and a need to transform the way that the public sector operates have led to increased demand for VCSE activity, and the sector has a huge role to play in preventing or managing demand for public services – but austerity and transformation have also withdrawn funds and resources from, or placed barriers to, the effective operation of VCSE activities. The sector needs to work with partners to optimise expenditure of funds already available in Salford; and also maximise any opportunities available to lever in further, external investment.

### 3.3 Context

The Strategy will be set in the context of evolving policy and strategy; social value and ‘inclusive growth’, Salford’s Locality Plan, Employment and Skills Strategy, Economic Strategy, Early Help Strategy, Salford Volunteering Strategy, the evolving City priorities, local Industrial Strategy and Tackling Poverty Strategy – the VCSE sector has a major role to play in all of these.

We are also conscious of the role that the VCSE sector has to play alongside public sector transformation work in Salford. Initiatives such as the community portal ‘My City Salford’, Integrated Place, the 0-25 services’ transformation and neighbourhood based health and social care all sit within a context of VCSE activity. It is recognised that we need to think differently about how these public services interact with the sector, and that there needs to be a resource shift to enable the sector to play a continued and in many cases increased role in local neighbourhoods.

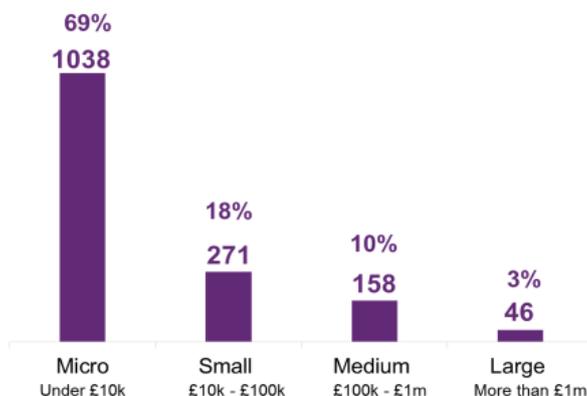
The Strategy will also acknowledge agreements that are already in place, including the Salford Compact, and Salford Safeguarding Standards, for example; and also the GM context – including the GM Health and Social Care MOU, public sector reform and how the VCSE drives forward business across GM.

We will build from the evidence contained in the 2017 State of the Sector Report. This is a large scale survey of the VCSE sector in Salford building on previous studies in 2010 and 2013, and led by Salford CVS with CRESR at Sheffield Hallam University.



The State of the Sector Survey data was collected from a mixture of online survey responses as well as three specific focus groups held in Salford. It shows that:

- There are **1,513 VCSE organisations** making a difference in Salford. 14% of these identify as **social enterprises**



- There is a **huge diversity in their focus**, but 50% have activity around health and wellbeing, 26% around sport and leisure and 24% have activity around education, training and research
- The total income of the VCSE sector in Salford is **£165million**
- Funding comes from a range of sources, and 79% of VCSE organisations have at least one source of non-public sector funding. But **75% rely heavily on public sector grants and funding for services**.
- In terms of sustainability, we know that 56% of organisations have increased their expenditure since the previous survey, but only 48% of organisations have increased their income. 27% of organisations have decreased their reserves and **43% of organisations now have less than 3 months running costs in reserves and 25% of organisations have only 1 month in reserve. This has been most greatly shown in medium-sized organisations**
- 46,800 volunteers give 115,400 hours volunteering each year, valued at **£104.4 million** per annum. But although the number of volunteers is increasing, the total number of hours volunteered has reduced – more people want to volunteer, but have less time to do it.
- The VCSE sector is a significant employer in Salford: there are **5,300** total employees in the sector (that's **3,500** full-time equivalent paid staff, valued at **£111.2 million** per annum). 55% are employed within large VCSE organisations, 31% within medium VCSE organisations and 13% within small and micro organisations
- Partnerships are important, 78% of organisations have direct links with Salford City Council, 57% have a positive relationship with another public sector body and 35% work with the emerging Greater Manchester structures (devolution). Furthermore, 55% of organisations have a relationship with private businesses in the city
- And they also have relationships with each other – 90% work with one or more other VCSE organisation.
- **The VCSE sector is complex, diverse and increasing in scale and participation.**

In developing this Strategy, we also acknowledge a number of key points raised through our engagement by VCSE organisations and recognised by the local public sector. The following points have been drawn from discussion at the VCSE Sector Conferences in Salford in 2016 and 2017.

- “the public sector just expects us to pick up the pieces - we need a resource shift to match the demand shift
- ...the middle is dropping out of the sector – we are struggling to keep medium sized organisations going
- ...short term contracts limit our ability to be sustainable
- ...grants can be strategic
- ...volunteering is not free; it costs organisations to support volunteers and develop new opportunities
- ...innovation is great, but how can we sustain good practice?
- ...our relationship with the local authority is good, we need to build upon these good relationships
- ...processes for involvement can be too prescribed, start too late and are not ambitious enough
- ...isolation and poverty mean that some voices don't get heard”

The three partners to this Strategy also participate in a number of formal partnerships (such as the City's Health and Wellbeing Board, Children and Young People's Trust and Safeguarding Boards), as well as delivery partnerships (such as the Eccles Place Board, and the Locality Plan Programme Management Group). Some of the main Partnerships and Strategies which involve all three are shown in the diagram below.



\*(Children and young people)



 *Making a difference in Salford since 1973*  
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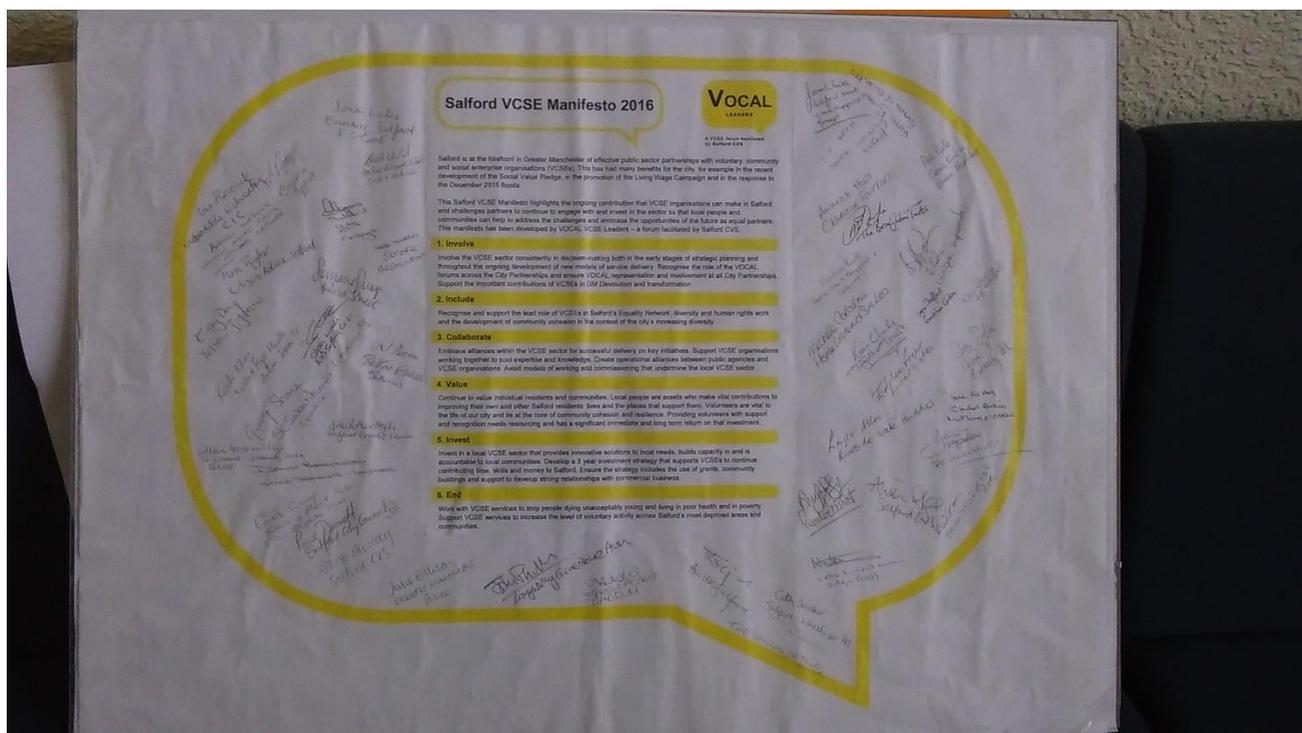
## 4. What we have in common

### 4.1 Shared priorities

4.1.1 For the **VCSE sector in Salford**, the priorities are driven by the needs and aspirations of our beneficiaries; Salford residents. We are accountable for these to our beneficiaries via our governance arrangements eg board of trustees / directors. We are regulated by charity and company law.

Salford is at the forefront in Greater Manchester of effective public sector partnerships with VCSE organisations. This has had many benefits for the city, for example in the recent development of the 10% Better Campaign and Social Value Pledge, in the promotion of the Living Wage Campaign and in the response to the December 2015 floods.

The Salford VCSE Manifesto highlights the ongoing contribution that VCSE organisations can make in Salford and challenges partners to continue to engage with and invest in the sector so that local people and communities can help to address the challenges and embrace the opportunities of the future as equal partners. This manifesto has been developed by VOCAL VCSE Leaders – a forum facilitated by Salford CVS.



The Manifesto has 6 Pillars:

- Involve
- Include
- Collaborate
- Value
- Invest
- End



4.1.2 For **Salford City Council**, priorities are legislated for in the various Local Government Acts, including the responsibility to protect the social, environmental and economic wellbeing of the people of Salford, and the responsibility for improving the health of their local population. Salford has an elected Mayor, who sets out the priorities for the Council's activities, as well as democratically elected and accountable representatives who form the Council and its various Committees

VCSE activity has an important role to play in the priorities set out by the City Mayor:

PEOPLE	 <b>Tackling poverty and inequality</b>	Work with our partners to make things better for the many households struggling to make ends meet. We must also look to prevent people from falling into poverty in the first place
	 <b>Education and Skills</b>	Develop skills and a strong education offer. We want productive local jobs with real career progression and opportunities to develop skills and talents
	 <b>Health and Social Care</b>	Work with our partners to improve health and wellbeing
PLACE	 <b>Development</b>	Use our power and influence to target employers who have a commitment to giving something back in return – those who offer local jobs, look after their employees and pay them well. Ensure that physical development enhances and protects the green space of Salford, and enforces high standards of sustainability.
	 <b>Housing</b>	Tackle soaring rents and a lack of affordable housing
	 <b>Transport</b>	Connect affordable transport with jobs and skills

4.1.3 The priorities for **NHS Salford CCG** these fall within the context of the Salford Locality Plan. The Plan has as its vision:-

*'Salford people will start, live and age well - People in Salford will get the best start in life, will go on to have a fulfilling and productive adulthood, will be able to manage their health well into their older age and die in a dignified manner in a setting of their choosing. People across Salford will experience health on a parallel with the current "best" in Greater Manchester (GM), and the gaps between communities will be narrower than they have ever been before.'*

The Salford Locality Plan is the 'blueprint' for our health and social care. It explains how the CCG and other NHS providers and commissioners; Salford City Council and voluntary and community sector will build on what is already in place so services work better and cost less.

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The diagram below outlines the Plan on a Page for NHS Salford CCG. It is underpinned by the following Values:

**COLLABORATE                      INNOVATE                      INTEGRITY**

Salford Health and Social Care Commissioning - Plan on a Page 2018-19										
<b>SALFORD LOCALITY PLAN</b>	<b>Vision</b>	Salford people will start, live and age well - People in Salford will get the best start in life, will go on to have a fulfilling and productive adulthood, will be able to manage their health well into their older age and die in a dignified manner in a setting of their choosing. People across Salford will experience health on a par with the current 'best' in Greater Manchester (GM), and the gaps between communities will be narrower than they have ever been before.								
	<b>Locality Plan Themes / Strategic Programme Objectives</b>	1. <b>Quality of Care</b> To be the safest healthcare system in the country, commissioning and providing high quality health services and care that enable our population to live longer healthier lives.								
		2. <b>Population Health and Prevention</b> Upgrading population health, prevention and self-care.								
		3. <b>Integrated Community Based Care and Long Term Conditions</b>				4. <b>Transforming and Modernising Acute and Specialist Hospital Care</b>				
		<ul style="list-style-type: none"> <li>To support people in retaining their independence and quality of life through integrated health and social care services with partners.</li> <li>To make Primary Care the focal point of out of hospital and integrated care, built around natural communities.</li> <li>To achieve a more personalised and patient centred approach to caring for people with long term conditions.</li> </ul>				<ul style="list-style-type: none"> <li>To deliver improvements in patient outcomes and efficiency through systems that assure high quality and reliable care at lower cost.</li> <li>To reduce unacceptable variation, delivering high quality patient centred care at lower cost and closing health, health and financial gaps.</li> </ul>				
5. <b>Mental Health</b> To ensure that all residents of Salford will have access to high quality, compassionate world class mental health services.										
6. <b>Enabling Transformation</b> To provide outstanding 'back-office' services that underpin our strategic programmes and support the delivery of new models of care, quality outcomes and financial benefits.										
<b>SALFORD CCG OPERATIONAL PLAN 2018-19</b>	<b>CCG Aims and Values</b>	Improve Healthcare Quality	Improve health and wellbeing outcomes	Reduce health inequalities	Prevent ill health	Collaborate	Innovate	Integrity		
	<b>CCG Priorities 2017-2019</b>	<ol style="list-style-type: none"> <li>Contribute in a leading way to the implementation of GM devolution through the Health and Social Care Partnership, ensuring all key local stakeholders are involved in and consulted upon service transformation</li> <li>Drive the further development of integrated commissioning with Salford City Council and as appropriate a NW sector approach to delivery of acute services where single service configuration meet the needs of the population and particularly in the context of planning for Healthier Together implementation</li> <li>Deliver on the 2017/18 objectives and deliverables of the Salford CCG operational plan and associated outcomes including all national requirement within the NHS Mandate and planning guidance and in particular, ensure strong primary care in the further embedding of community based and integrated care</li> <li>Ensure strong alignment and engagement with all our stakeholders – both locally and at Greater Manchester level - and in particular our local members, partners and populations</li> </ol>								
	<b>CCG Delivery Workstreams</b>	<b>Quality, Safety, Innovation &amp; Research</b>  Quality and Safety Strategy, Safer Salford including Care Homes, Medicines Optimisation, Patient Experience, Quality Assurance, Safeguarding Innovation and Research.	<b>Integrated Community Care Services (Adults)</b>  Adult social budget, Personalisation, GM Transformation Fund (Integrated care), Health and Social care integration, Salford Together, service and financial plan, Continuing Health Care (CHC), National Clinical Priority – Dementia.	<b>Primary Care</b>  Primary Care Commissioning, Salford Standard, GP Forward View, Primary Care Workforce, Primary Care IMAT, Primary Care Estates.	<b>Mental Health &amp; Learning Disabilities</b>  GM Transformation Fund, Suicide Strategy, National Clinical Priorities – Mental Health, Dementia, Learning Disabilities.	<b>Children and Young People's Commissioning</b>  Joint plan developed by Salford City Council and Salford CCG.	<b>Acute Assessment &amp; Treatment Services (Local and Collaborative)</b>  Hospital Services - Bolton, Salford and Wigan Partnership and Healthier Together, GM Lead - GM Weight Management Pathways, Dermatology, Neurology, Neuro Rehabilitation, National Clinical Priority – Stroke.	<b>Population Health &amp; Prevention</b>  Wider determinants of Health and Wellbeing, Joint plan developed by Salford City Council and Salford CCG.	<b>Urgent Care and Waiting Times</b>  A&E, Ambulance, Referral to Treatment Times (RTT), Diagnostics and Urgent Care Pathways redesign, National Clinical Priority – Cancer.	<b>Enabling Transformation</b>  'Back-office' services to support the delivery of new models of care, quality outcomes and financial benefits.

4.1.4 The VCSE Sector in Salford, NHS Salford CCG and Salford City Council are all founder members of the Salford Social Value Alliance. The Alliance is leading the 10% Better Campaign, which aims to use a social value approach to tackle poverty and disadvantage in the city.

 <p>We want to use social value to make Salford a better place to live, to work and to do business.  <b>10% Better in Salford</b> is a campaign for all - private businesses / public bodies, social enterprises / charities, housing / education / arts &amp; culture, community groups / citizens          #10pcBetterSalford <a href="http://www.salfordsocialvalue.org.uk">www.salfordsocialvalue.org.uk</a></p>			
<p><b>Why are we doing this?</b></p>	<p>We want to maximise the benefit from all money spent in Salford and are driven by a need to tackle:</p> <ul style="list-style-type: none"> <li>• <b>Poverty and inequality in Salford</b></li> <li>• <b>Economic growth which isn't benefiting everyone</b></li> <li>• <b>Poor wellbeing and ill health in our city</b></li> <li>• <b>We aren't harnessing all of the talents and resources held by Salford and its people</b></li> </ul>		
<p><b>Help us have...</b></p>	<ul style="list-style-type: none"> <li>• 10% MORE volunteering</li> <li>• 10% MORE young people who are in employment, education and training</li> <li>• 10% MORE Salford people saying that they have good wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>• 10% LESS waste – fuel, rubbish, energy, water, etc</li> <li>• 10% MORE recycling</li> <li>• 10% MORE green travel - buses, trams, trains, bikes, lift shares, electric vehicles, walking etc</li> <li>• 10% MORE use of parks and green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• 10% MORE companies paying the Living Wage Foundation Living Wage</li> <li>• 10% MORE local people from vulnerable groups accessing new jobs, apprenticeships, training and work experience placements</li> <li>• 10% LESS fuel poverty</li> <li>• 10% MORE purchasing from Salford based companies</li> </ul>
<p><b>In other words, Better...</b></p>	<p>For People - Community Spirit</p> <ul style="list-style-type: none"> <li>• sense of community</li> <li>• level of trust or cohesion in communities</li> <li>• individual mental well-being</li> <li>• supportive relationships</li> <li>• social relationships</li> <li>• volunteering</li> </ul>	<p>For the planet - Environmental sustainability</p> <ul style="list-style-type: none"> <li>• energy efficiency</li> <li>• waste and emissions</li> <li>• recycling</li> <li>• ethical supply chains</li> </ul>	<p>For local Prosperity</p> <ul style="list-style-type: none"> <li>• financial equality</li> <li>• valued employment</li> <li>• connection of vulnerable groups to employment and training opportunities</li> <li>• healthy work place, good work/life balance</li> <li>• local supply chains</li> </ul>
<p><b>Pledge what you can to make Salford 10% better. It doesn't sound much, but if all businesses, schools, hospitals, councils, community groups, etc, committed to do just one thing, then together we can make a real difference.</b></p>			
<p><b>This could mean...</b></p>	<p><b>4,690 MORE</b> people volunteering in Salford. At least <b>25 MORE</b> formerly NEET 16 and 17 year olds from Salford going into employment, education and training every year. <b>19,000</b> Salford adults aged 16 and over saying that they feel <b>MORE</b> satisfied with their life than they did last year. <b>42 kg LESS</b> waste generated by each Salford household every year. <b>3,450 tonnes MORE</b> Salford waste recycled. <b>2,280 MORE</b> people out of their cars and instead using green methods of transport to work. <b>6,300 FEWER</b> inactive people in Salford. At least <b>1,570 MORE</b> Salford residents paid the Living Wage Foundation 'real' Living Wage. <b>780 MORE</b> people from vulnerable groups in Salford accessing new jobs, apprenticeships, training and work experience placements <b>1,130 FEWER</b> Salford households living in fuel poverty. <b>AND</b> with local companies having local supply chains, we want to <b>INCREASE</b> the GVA per head for Salford people by £2,353</p>		



## 4.2 Shared values

We have agreed a set of values which are shared between the VCSE and Salford City Council and NHS Salford CCG. These underpin the 6 Pillars of the VCSE manifesto:

- **Trust** – within the VCSE sector, and between public sector and VCSE
- **Transparency** – in relationships and communication
- **Simplicity, proportionality and fairness** – in operational practice
- **Being inclusive** – in everything that we do

## 4.3 Shared Commitments

We have agreed a series of statements / assumptions which underpin the vision for the VCSE Strategy.

Shared **commitments of all parties** to the Strategy

- Sharing information and intelligence – about relevant and available VCSE activity; about population, local statistics, business development, commissioning and budget proposals, etc, in a timely and accessible manner
- Sharing connections and ability to influence
- Collaboration and involvement in strategic discussions (including budget-setting), project development, co-design, etc
- Undertaking impact assessments – however simple, relating to the sector, inclusion and equality
- Keeping and sharing records of performance, impact, social value, in a way that is proportionate and flexible
- Co-production, co-design and equal partnership
- Upholding the VCSE Compact Agreement and any other existing codes of practice
- To uphold commitments to processes of involvement and ensure that timescales do not circumvent this
- Support each other in the longer term to develop a sustainable and productive relationship
- Nurture relationships across organisations and sectors – make friends!
- ... and above all to focus on activity which makes a difference for Salford and its people

## 5. Strategic Objectives

The partners have structured this Strategy around the 6 ‘Pillars’ of the VCSE Manifesto. Discussion amongst the 180 people at the Salford VCSE Conference in June 2017 has taken early work around the Strategy and developed the content of this to form the following objectives.

For each objective, we have described what we want to achieve together, examples of work which demonstrates our existing partnership working, and what further work we need to do.

**Appendix 1** describes the stakeholder engagement which has taken place.

### 5.1 Involve

<b>VCSE Sector</b>	<b>Salford City Council</b>	<b>NHS Salford CCG</b>
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#### **VCSE Manifesto ask:**

*Involve the VCSE sector consistently in decision-making both in the early stages of strategic planning and throughout the ongoing development of new models of service delivery. Recognise the role of the VOCAL forums across the City Partnerships and ensure VOCAL representation and involvement at all City Partnerships. Support the important contributions of VCSEs in GM Devolution and transformation.*

#### **What we want to achieve together:**

- Engagement and involvement of VCSE in public sector and partnership activity
- Effective representation in decision-making bodies across Salford
- Enabling the VCSE sector to provide the lived experiences of people into public sector decision-making
- Utilisation of the ‘reach’ of the VCSE sector to support the development of policy and strategy across the city
- Ensuring that the role social enterprises and the wider voluntary and community sector fully inform economic strategy in Salford
- Bring VCSE organisations together to develop strategic priorities and collaborative working

#### **Examples which already demonstrate our strategic approach include:**

There are four VOCAL Forums facilitated by Salford CVS meeting on a quarterly basis which bring VCSE organisations together in order to develop strategic priorities and collaborative working.

VOCAL Forums provide elected representatives to contribute to key partnership meetings such as the Health and Wellbeing Board, Children and Young People’s Trust, and the two Safeguarding Boards. These elected representatives work to an agreed Protocol that ensures they have a mandate to speak on behalf of colleagues and that they are accountable back to the sector.

In addition Salford CVS contributes to a range of partnerships including Community Safety Partnership, City Leaders Group, and Locality Plan Programme Board. There is a Volunteer Coordinators Forum facilitated by Salford CVS which meets quarterly aimed at volunteer involving organisations in the VCSE and public sectors.

The VCSE sector in Salford also has strong representation on the GM VCSE Reference group.

Salford City Council and NHS Salford CCG recognise the expertise in the VCSE Sector and the contribution organisations can make to innovation and transformation. VOCAL reps are involved in and integral to much of the transformation programme e.g. the 0-25 Programme Board, Expert Reference Groups etc.

In return the Council and CCG are committed to attending Vocal Reps and VOCAL meetings and see their role in keeping the sector updated and using it as an opportunity to explore further collaboration.

### **What else do we need to do – further actions for effective involvement**

#### *Priority tasks:*

- a. *Involvement of VCSE Leaders in development of the city's Industrial and Inclusive Growth Strategies*
- b. *VOCAL Wellbeing and Salford CVS representation on the relevant Boards and committees of Salford Together*

#### *Other tasks:*

- c. *Development of VOCAL VCSE Forums for; Skills, Work and Poverty, and Green and Environmental Issues*
- d. *Two VCSE representatives to be involved in expansion of the membership and accountabilities of the Strategic Housing Partnership*
- e. *Jointly review all existing structures and arrangements for strategy and partnership bodies – including representation, remuneration and 2-way communications*

### **We will know that we have been successful when:**

We have created stronger partnerships, more effective networking, planning, communication and involvement of the VCSE sector in the leadership and delivery of the major transformational strategies and programmes in Salford.

## 5.2 Include

VCSE Sector

Salford City Council

NHS Salford CCG

### VCSE Manifesto ask:

*Recognise and support the lead role of VCSEs in Salford's Equality Network, diversity and human rights work and the development of community cohesion in the context of the city's increasing diversity.*

### What we want to achieve together

- a. Greater commitment to the diverse communities in the city, and creation of an understanding of the changes which are occurring,
- b. Joint raising of awareness around equalities and diversity, including celebrating difference and making a stand against hate crime
- c. Sharing information about diversity across all sectors
- d. Effective evaluation and monitoring of equalities characteristics to ensure that beneficiaries are having their needs met
- e. A clear role for the sector in Salford's Equality Network and its activity

### Examples which already demonstrate our strategic approach include:

VCSE organisations have become reporting centres for hate crime across Salford.

Many VCSE organisations have taken the opportunity created by the Police and Crime Commissioner's Hate Crime grants to undertake work around community cohesion. People came together through The Big Lunch and the VCSE sector provides a role as a supporter of front line communities and individuals.

The VCSE sector is integral to campaigns around inclusion, such as the 'Don't Hate, Educate' school-based workshops led by young people across the city and use of social media campaigns like #moreincommon #strongertogether #youareloved.

Salford City Council and NHS Salford CCG recognise the expertise and insight that VCSE sector organisations /workers play and involve them in leading, shaping, designing solutions e.g. role of 42<sup>nd</sup> Street in peer research in OJ community and The Proud Trust research and report on experiences of LGBT young people in Salford.

The VCSE sector already has involvement in the Equality Network as it recognises the contribution it can make and the ability of sector groups to reach some of the more excluded communities. Salford City Council has a lead role in Community Cohesion and asks for ongoing support for this from the sector

### What else do we need to do – further actions for effective inclusion

#### Priority tasks:

- a. *Develop a consistent and proportionate approach to effectively monitor equality and diversity in VCSE activity across all protected characteristics*



- b. *Explore options to ensure that resources can be made available to new and emerging VCSE activities and groups which represent the changing communities of Salford*

*Other tasks:*

- c. *Increase VCSE participation and representation in the Salford Equalities Network and work with partners to ensure that its work plan addresses the current areas of need around inclusion*

**We will know that we have been successful when:**

The VCSE has a strong and acknowledged role in making Salford safe and peaceful – a place where people from different cultures feel included



## 5.3 Collaborate

VCSE Sector

Salford City Council

NHS Salford CCG

### VCSE Manifesto ask:

*Embrace alliances within the VCSE sector for successful delivery on key initiatives. Support VCSE organisations working together to pool expertise and knowledge. Create operational alliances between public agencies and VCSE organisations. Avoid models of working and commissioning that undermine the local VCSE sector.*

### What we want to achieve together:

- a. Ensure a commitment to, and inclusion of smaller micro / community groups in, dialogue, co-design and collaboration between the sectors, and co-production with local people
- b. Creation of opportunities to build relationships between public employees and volunteers and employees in VCSE at all levels to create positive outcomes for local people
- c. Joined up intelligence – giving VCSE organisations better access to data and ‘market intelligence’ and the VCSE sector feeding into public sector intelligence functions
- d. Ensure that the VCSE sector has meaningful involvement in public sector transformational programmes such as My City Salford, and that these programmes build from and do not duplicate the work of the sector
- e. Acknowledgement of where the VCSE sector delivers the City Strategy, Locality Plan, Tackling Poverty Strategy, etc; together with opportunities for further work
- f. Use of social value and a positive procurement strategy to maximise the effectiveness of commissioning and procurement in relation to the VCSE and reduce the burden of contract monitoring, making it proportionate and relevant to the work in hand
- g. Encourage and enable collaboration arrangements where larger VCSE organisations use their significant resources to support others in the sector and take a lead role for collaboration within the sector (as well as with public sector and others)

### Examples which already demonstrate our strategic approach include:

Collaboration happens because of strong structure and support for VCSE activity in Salford eg Third Sector Consortium, work of Salford CVS, Social Value City, business support (eg Antz Network), Social Enterprise City.

Partnership arrangements for funding opportunities such as the Little Pot of Health, encourage collaboration and co-production. Furthermore, statutory sector engagement structures are designed to support collaboration eg Citizen Panels. This is complemented by the opportunities for collaboration and engagement presented by the VOCAL networks and the wider GM VCSE reference group.

The State of the Sector research showed the strength of partnership working between VCSE organisations, with the public sector in Salford and also private businesses.

The City Council and the VCSE sector are working closely on some of the transformational programmes across the City, and see the Place based work taking place in the west locality paving the way for the future. There is currently joint working to develop a model for Locality Teams to integrate with voluntary organisations, community groups and social enterprises (VCSE's) as part of the 0-25 transformation.

Many examples exist of collaboration, research and consultation with VCSE sector to identify good practice, to engage and develop the VCSE sector market to ensure they are able to access & capitalise on opportunities e.g. community based short break care, VCSE led provider alliance working in partnership with public sector to provide a rapid response around young people's emotional health difficulties (CAMHS Transformation funded).

Some of the key work to tackle poverty in Salford and improve living standards has strong VCSE representation; for example the City Mayor's Charter evaluation panel and Benefit Conditionality and Sanctions review in Salford.

Local authority staff members also sit on VCSE Boards and Strategy groups and acting as Trustees eg west locality member represented in Big Local Board.

The Salford Social Value Alliance is a great example of a collaborative partnership which has led social value in Salford over the last 4 years. This Alliance approach is now proposed for tackling poverty.

A Joint Working Protocol has been agreed between voluntary, community and social enterprise organisations (VCSE's) and Salford City Council children's services. The aim of this protocol is to enhance partnership working in the City and is intended to assist all partners in the delivery of Salford's Early Help Strategy  
<http://www.partnersinsalford.org/earlyhelp.htm>.

The Protocol will ensure clear expectations on key safeguarding processes and particularly recognises the need to work effectively together in the context of reduced resources so that Salford families continue to benefit from a range of appropriate services and activities in the city.

My City Salford will be an online resource aimed at bring together services, activities and communities in Salford. The VCSE sector has a key role to play in its development and operation.

## **What else do we need to do – further actions for effective collaboration**

### *Priority tasks:*

- a. *Co-produce a shared strategy to maximise community benefit from physical assets which are located in local communities. This will include the creation of a strategic framework for approaching estates requests from VCSE organisations.*

- b. Collaborate around digital inclusion to co-produce an inclusive VCSE digital strategy for Salford
- c. Convene a Collaboration Task Force to jointly review current commissioning, procurement, social value and contract monitoring arrangements
- d. Develop a Memorandum of Understanding between the VCSE sector and Salford Together

*Other tasks:*

- e. Work across VCSE and public sectors to ensure that development of cross-sector partnerships is included as a standing item in all job descriptions / person specifications
- f. Convene a joint communications group which will ensure reciprocal use of communications channels between the VCSE and public sector and more effective communication of data and intelligence between sectors
- g. Explore opportunities for the sharing of back office functions and expertise across the VCSE sector and with public sector partners, including secondments, shared posts and joint events. Address the barriers which exist to making this happen.

**We will know that we have been successful when:**

Collaboration between the public and VCSE sector which gives a fair and equal role to the VCSE sector, and focuses on achieving the best possible outcomes for the people of Salford

## 5.4 Value

VCSE Sector

Salford City Council

NHS Salford CCG

### VCSE Manifesto ask:

*Continue to value individual residents and communities. Local people are assets who make vital contributions to improving their own and other Salford residents' lives and the places that support them. Volunteers are vital to the life of our city and lie at the core of community cohesion and resilience. Providing volunteers with support and recognition needs resourcing and has a significant immediate and long term return on that investment.*

### What we want to achieve together:

- a. Upholding the Salford Volunteering Strategy and deliver its Action Plan
- b. Ensuring that volunteering is properly valued and resourced
- c. Increased civic involvement and social action beyond formal volunteering in Salford
- d. Engagement with and valuing of the feedback from people in their communities
- e. Increase involvement of young people in volunteering and invest in inter-generational work
- f. Acknowledgement and valuing the contribution of local communities in their support for emergency response to incidents

### Examples which already demonstrate our strategic approach include:

The Salford Volunteering Strategy <https://www.salfordcvs.co.uk/salford-volunteering-strategy-2017-2022> is intended to demonstrate a city-wide commitment to the importance and continuing future impact of volunteering for Salford. It provides a framework of support for individual volunteers as well as organisations and groups working with volunteers across our city.

Delivery of the Volunteering Strategy will form the main part of achieving the goal of this strategic objective and also the VCSE manifesto in Salford.

The 2017 State of the Sector survey shows that there are **46,800** volunteers involved with VCSE organisations in Salford, (including committee/board members), giving **115,400** hours each week, valued at **£104.4** million p.a. A huge percentage (44%) of VCSE organisations in the City are involved in community development.

Salford already has a huge amount of social action – for example, a strong Dementia Friends group, GM Cancer Champions network, local people involved in litter-picking, improving green spaces and other voluntary activity which makes a huge difference in local communities.

Healthwatch Salford plays a strong role engaging with communities, particularly around health, wellbeing and social care. Everything that they say and do is informed by their connections to local people and the organisation's expertise is based on their experience.

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Volunteering plays a key role in improving employability, skills and confidence for local people and the City's new Employment and Skills Strategy supports further effort around resourcing effective work experience and volunteering.

### **What else do we need to do – further actions for valuing volunteers and communities**

*Priority tasks:*

- a. *Implement the Volunteering Strategy and its action plan*

*Other tasks:*

- b. *Implement the Salford Community Cohesion Strategy, maximising the recognition of the contribution that the VCSE makes towards its delivery*
- c. *Develop arrangements for effective, co-ordinated and resourced community-based emergency response which links to the Salford emergency response command structures.*

### **We will know that we have been successful when:**

Salford is a great place to volunteer – a city where volunteering is properly resourced, good practice is observed, and volunteers are supported and recognised for their valuable contribution.

## 5.5 Invest

VCSE Sector

Salford City Council

NHS Salford CCG

### VCSE Manifesto ask:

*Invest in a local VCSE sector that provides innovative solutions to local needs, builds capacity in and is accountable to local communities. Develop a 3 year investment strategy that supports VCSEs to continue contributing time, skills and money to Salford. Ensure the Strategy includes the use of grants, community buildings and support to develop strong relationships with commercial business.*

### What we want to achieve together

- a. Enable a shift in resources which allows the shift in demand needed away from public services and into the VCSE sector
- b. Understand the different funding sources and investment methods available, including identification of where and how SCC and NHS Salford CCG could best invest their dwindling resources into the broader VCSE funding picture
- c. Ensure that there is appropriate investment in community involvement and development, the needs of the diverse communities of Salford and funding of what works, not just innovation
- d. Adherence to the principles of Grants for Good – including ensuring continued delivery of strategic grants
- e. Strategic involvement of other partners in a stratification of funding for the sector – Big Lottery and other grant givers and social investors to maximise levered in investment
- f. Utilise a ‘local, social and ethical’ approach to maximise the role of local businesses in VCSE investment in Salford, for example through ‘Salford for Good’ and being open to joint resourcing and different types of investment, eg SIBs ‘social investments’
- g. Enable the funding of core costs – allowing full cost recovery
- h. Investing in time and networking, as well as money, skills, physical resources

### Examples which already demonstrate our strategic approach include:

There is a huge range of investments of differencing scopes, sizes and themes cross Salford, including:

- Community devolved budgets – administered via eight local funding panels
- CCG Third sector Strategic Grants fund – the State of the Sector survey shows that 36% of local VCSE organisations are in receipt of financial support from this Fund.
- GMMH assets fund – through the Achieve Recovery Service contract
- CCG Innovation Fund – targeting new and innovative projects which will improve health and wellbeing services

There is also a huge range of support available, including:

- Availability of buildings / meeting rooms for free to VCSE organisations – eg GMFRS

- Support with funding, advice on aspects of managing a community group or voluntary organisation from Salford CVS
- Antz Network support to social enterprise and small business
- Private businesses – 55% VCSE organisations have a relationship with private businesses (and the State of the Sector survey shows that this is increasing)
- Measuring the value of the sector – eg grants evaluation, 0-25 VCSE research, state of the sector
- Salford Social Value Alliance
- Salford CVS

Salford City Council and CCG have made a commitment to invest in VCSE infrastructure support, training and development and volunteering until 2020 and despite significant cuts to the council budget the local authority still invests heavily in the sector.

Work has already taken place to review the ways that the public sector carries out its commissioning, and have invested in grants funding for the sector e.g. Little Pot of Health, and Innovation Funding. More recently Children’s Commissioners piloted this as a way to fund Short Break Care for Children with disabilities.

The VCSE sector has also been working to identify and maximise other funding opportunities as they arise.

### **What else do we need to do – further actions for effective investment**

*Priority tasks:*

- Hold a series of investment round tables, bringing in key local and national ‘investors’*
- Develop an effective VCSE Investment Strategy for Salford*

*Other tasks:*

- Agree clear principles and commitments within which investment in Salford’s VCSE sector should take place.*
- Explore the role of social investment, crowd funding and community shares for the benefit of the VCSE sector in Salford*
- Explore the role of Salford for Good as a potential community foundation and sector development agency.*

### **We will know that we have been successful when:**

The activities of the VCSE sector in Salford are supported through an appropriate level of investment - financial and non-financial - from both the local public sector and third party funding agencies, in order to achieve a sustainable picture of service to the people of Salford.

## 5.6 End Poverty

VCSE Sector

Salford City Council

NHS Salford CCG

### VCSE Manifesto ask:

*Work with VCSE services to stop people dying unacceptably young and living in poor health and in poverty. Support VCSE services to increase the level of voluntary activity across Salford's most deprived areas and communities.*

### What we want to achieve together

- a. Ensure strategic support and resources for VCSE organisations whose activities tackle poverty, poor health and wellbeing, and disadvantage in Salford – enable the sector to play its role in delivering the anti-poverty strategy
- b. Co-design / co-produce – support poverty truth commission, credit unions etc.... people as assets, strengths based not deficit model
- c. Provide skills for people to be part of the community and help others eg learning for life – financial skills and first aid
- d. Investment in prevention and early intervention education
- e. Focus VCSE effort towards tackling poverty – establish a theory of change, and think about Short, Medium and Long terms actions when planning services
- f. Help people take opportunities to get out of poverty for themselves

### Examples which already demonstrate our strategic approach include:

In February 2017, the City Mayor launched a strategy to tackle poverty in Salford <https://www.salford.gov.uk/your-council/city-mayor/tackling-poverty-in-salford/> The aims are:

- Support people who are struggling in poverty now
- Prevent people from falling into poverty in the first place
- Influence the Government and other national organisations to get a better deal for Salford people

Charities are undertaking extensive work to tackle poverty, led by projects hosted by Salford CAB, Salford Credit Union and Age Concern Salford, for example. There is strong public sector acknowledgement and support for VCSE activity around tackling poverty, as well as signposting and referral across services between sectors.

### What else do we need to do – further actions to end poverty

*Priority tasks:*

- a. *Lead work to develop an Anti-Poverty Alliance in Salford*

*Other tasks:*

- b. *Ensure that the VCSE sector continues to play a key role in tackling poverty in Salford, including the delivery of the action plan which accompanies Salford's Poverty Strategy, as well as emerging partnership structures*
- c. *Support efforts to 'poverty proof' networking and partnership approaches aimed at tackling poverty within and external to the VCSE sector*

**We will know that we have been successful when:**

Salford's VCSE sector continues to play a lead and effectively resourced role in stopping people dying unacceptably young and living in poor health and in poverty.



 *Making a difference in Salford since 1973*  
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## 6. Outcomes

The following outcomes will be used as a benchmark of our success:

- A clear **position, role and involvement** for the VCSE sector in strategic partnerships
- **Recognition** and agreement about how the sector supports and benefits local people, delivers services and influences policy and strategy
- **Shared understanding** between the VCSE sector, Salford City Council and NHS Salford CCG of the **relationship** that the VCSE sector has with its **key stakeholders**, including the increasingly diverse communities of our city
- **Resources** that are appropriate, accessible, and enable a sustainable VCSE sector
- **Recognition and resourcing** of social action and volunteering.
- A **consistent approach** to strategic and operational thinking
- Consistency of practice and **high standards** in the conduct of the relationships and collaboration between the VCSE sector and our key public sector partners
- A VCSE sector which works in **partnership** with the City Council and NHS Salford CCG for the benefit of the people of Salford and to tackle poverty in our city.

For each of the above, SMART outcome measures will be developed to facilitate effective performance management. Programme management responsibility for the delivery of this Strategy and its accompanying Action Plan will lie with Salford CVS.

## 7. Action plan to implement the 6 'Pillars' of the VCSE Manifesto

Appendix 1 contains the Action Plan which has been developed to deliver this Strategy.

## 8. Oversight and implementation

Further work is now required to describe the key accountabilities for the VCSE Strategy, as well as the arrangements for its monitoring, evaluation and ongoing management.

An oversight arrangement will be put in place for this Strategy, which ensures its delivery and upholds the existing Compact which underpins the operational relationship between the VCSE sector and public sector in Salford. Where possible, this will be done through existing partnership structures.

The oversight arrangements will provide a mechanism for ensuring the development of capacity in the VCSE sector, ensuring its continued strength and sustainability, delivering the objectives of this Strategy and ultimately making sure that the sector continues to support the people of Salford and tackle poverty and disadvantage in the city.

## Appendices:

1. Action Plan
2. Stakeholder Engagement - <https://www.salfordcvs.co.uk/brave-new-world-revisited-salford-vcse-conference-2016> <https://www.salfordcvs.co.uk/salford-vcse-conference-2017> <https://www.salfordcvs.co.uk/vocal-vcse-forums>
3. State of the sector 2017 summary  
<https://www.salfordcvs.co.uk/StateoftheSector2017>
4. VCSE and SCC Children's Services Joint Working Protocol  
<https://www.salfordcvs.co.uk/salford-children%E2%80%99s-services-joint-working-protocol-voluntary-and-community-organisations-and-social>



## Glossary

- **VCSE** - Voluntary and community organisations and social enterprises are organisations which are charitable in nature or reinvest any profits back into their social purpose.
- **VOCAL** – VOCAL provides broad ranging representation of the interests and views of voluntary and community organisations working with children, young people and families in Salford
- **Commissioner** - commissioning is the process of planning, agreeing and monitoring services.
- **Stakeholder** - a person or organisation with an interest or concern in something, in this case another VCSE or public sector organisation.
- **VCSE manifesto** - highlights the ongoing contribution that VCSE organisations can make in Salford and challenges partners to continue to engage with and invest in the sector  
<https://www.salfordcvs.co.uk/sites/salfordcvs.co.uk/files/VOCAL%20Leaders%20Manifesto%20-%20final.pdf>
- **Co-production** - Co-production is about developing equal partnerships between people who use services, carers and professionals.
- **Co-design** - Participatory design (originally co-operative design, now often co-design) is an approach to design attempting to actively involve all stakeholders (e.g. employees, partners, customers, citizens, end users) in the design process to help ensure the result meets their needs and is usable.