

At the heart of creating a better and fairer Salford

A strategy for the voluntary, community and social enterprise (VCSE) sector in Salford 2018 - 2023

Executive Summary

Salford is a growing and vibrant city. More people than ever before are choosing Salford as a place to live, work, visit and invest in. 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. Our residents are the city's greatest assets. Salford CVS and the VCSE sector, Salford City Council and NHS Salford CCG share a collective Vision where:

Voluntary organisations, community groups and social enterprises are at the heart of creating a better and fairer Salford

The purpose of this strategy

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 citywide policy and strategy.

Salford has a strong and active VCSE sector. Our Social Enterprise City status demonstrates that this is 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 clients, service users and beneficiaries in the last year.¹



¹ State of the VCSE Sector in Salford 2017 (Salford CVS, Sheffield Hallam University, 2017)



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 the sector makes towards preventing people from becoming unwell; supporting them into education, training and employment; addressing the harm caused by poverty; assisting with the development of diverse families and communities — all in order to make Salford a better place to live.

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

In Salford, the VCSE and public sectors have shared goals and values

The VCSE sector has a valuable role to play in evolving policy and strategy; social value and the 'inclusive economy', Salford's Locality Plan, Employment and Skills, Early Help and Volunteering Strategies, as well as Salford's flagship Tackling Poverty Strategy. VCSE organisations also have a vital part to play in neighbourhood working and the reform of public services driven by austerity.

Values

Trust – within the VCSE sector and between public and VCSE sectors

Transparency – in relationships and communication

Simplicity, proportionality and fairness – in operational practice

Being inclusive – in everything that we do

Why we are publishing this strategy

Together we have identified a range of reasons why this strategy is needed:

- **Austerity:** Public-sector budget reductions, the pace of change around GM Devolution and public sector policy, focus on 'prevention' and 'managing demand' for public sector services
- **Tackling inequality:** The priorities set out by Salford's City Mayor, the Locality Plan, Tackling Poverty Strategy, the challenges created by 'Welfare Reform'
- **Financial and market pressures:** Recent dramatic reduction in the free reserves available to VCSE organisations, reduction in VCSE sector capacity to respond to changes in need and demand for services or activities, increased need to focus on trading and increased reliance on unpaid volunteers
- **Innovation** in ways of working is leaving parts of the sector behind, increased need for technological improvements to operational processes and communications, increased complexity of demand
- **Partnerships:** need for consistency of approach to partnerships and in relationships between the public and VCSE sectors

We believe that there is a 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.



We also want to challenge perceptions about working with the VCSE sector in Salford ²

- There are considerable, local, social benefits of strong and effectively resourced VCSE activity
- There are local economic and financial benefits in the short, medium and longer term
- There are a range of 'key success factors' which have been identified for when the public sector works with the VCSE sector
- Salford's VCSE sector is complex - offering reach, scale and spread - but many organisations are under threat
- NOW is the time to work with and invest in Salford's VCSE sector as a valued partner!

How we will make the change...

Collectively, we have agreed the following shared commitments:

- **Sharing information and intelligence** – about relevant and available VCSE activity and about population, local statistics, business development, commissioning and budget proposals - all in a timely and accessible manner
- **Sharing connections** and ability to influence
- **Collaboration and involvement in strategic discussions** (including budget-setting), project development, co-production, co-design and equal partnership
- **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
- **Upholding** existing agreements and codes of practice
- **Supporting** each other in the longer-term to develop a sustainable and productive relationship across organisations and sectors – making friends!
- Above all, we want to **focus** on activity which makes a difference for Salford and its people.

Our objectives have been developed around Salford's VCSE Manifesto³, and key actions will include:

1. Involve

Involvement of VCSE Leaders in development of the city's Industrial and Inclusive Economy Strategies

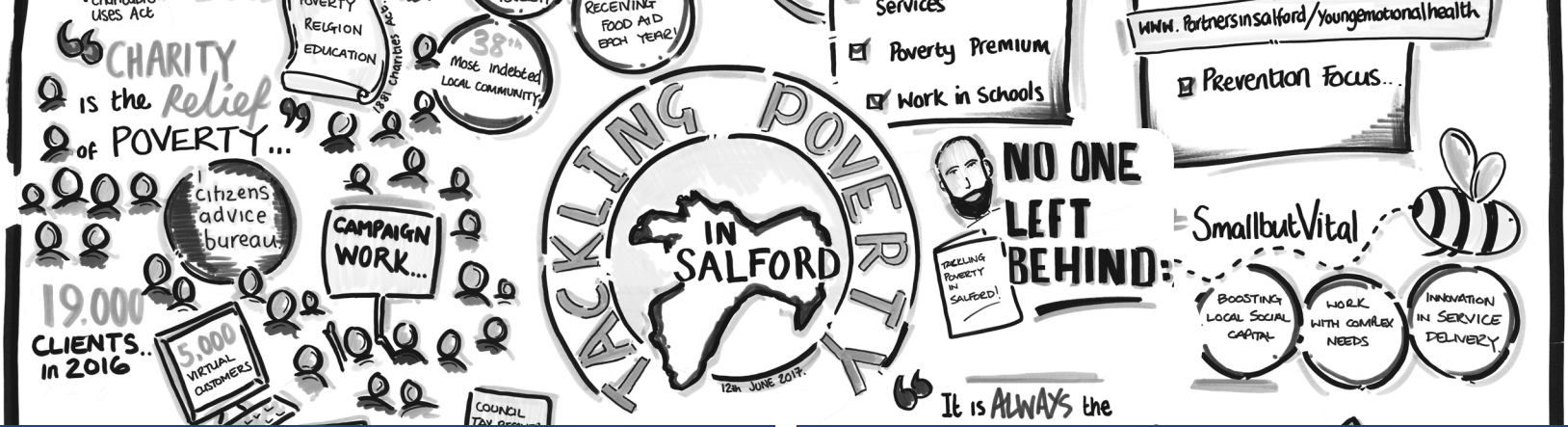
Salford CVS and wider VOCAL VCSE sector representation in decision-making, including at least 2 places on all relevant partnership boards and committees

2. Include

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

Explore options to ensure resources can be made available to new and emerging VCSE organisations and activities which represent the changing communities of Salford

² 6 things you should know about working with voluntary organisations, community groups and social enterprises in Salford (Salford CVS 2018) | ³ www.salfordcvs.co.uk/campaigning



3. Collaborate

Co-produce a shared strategy to maximise community benefit from physical assets that are located in local communities, which includes a strategic framework for handling estates requests from VCSE organisations

Collaborate around digital inclusion to co-produce an inclusive digital strategy for Salford

Convene a Collaboration Task Force to jointly review current commissioning, procurement, social value and contract monitoring arrangements

Develop a Health and Social Care Memorandum of Understanding between the VCSE sector and Salford Together

4. Value

Implement the Salford Volunteering Strategy 2017-2022 and associated action plan

5. Invest

Hold a series of investment round table events, bringing in key local and national 'investors'

Develop an effective VCSE Investment Strategy for Salford that includes clear principles and commitments within which investment in Salford's VCSE sector should take place, and that is aligned to public sector commissioning intentions

Explore the role of social investment, crowd funding and community shares for the benefit of the VCSE sector in Salford



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6. End (poverty)

Lead work to develop an Anti-Poverty Alliance in Salford and act together to deliver the city's Tackling Poverty Strategy

And if we get this right, we will achieve:

- 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 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

