

# **GREATER MANCHESTER VCSE LEADERSHIP GROUP**

## **the sector's voice in Devolution**

### **1.0 Refresh of GM VCSE Accord**

This paper describes the purpose and scope of a refresh of the GM VCSE Accord, early suggestions for its future content and an explanation of how it is proposed that the VCSE Accord will be delivered.

The information contained in this paper will be used in a structured conversation with key stakeholders in the Accord, including VCSE organisations from across the whole of Greater Manchester, as well as representatives from the Greater Manchester Combined Authority (GMCA), the GM Integrated Care System and local authorities.

Following this engagement, the final version of the Accord will be shared for sign off by the GM VCSE Leadership Group, the Combined Authority and Integrated Care System governance structures. It will be supported by a three-year implementation plan and funding agreement for implementation of that plan and a review of the operation and membership on the GM VCSE Leadership Group.

#### **1.1 Preamble - What is the GM VCSE Accord?**

##### 1.1.1 Purpose

The GM VCSE Accord will set out a collaboration agreement between the Mayor of Greater Manchester, Combined Authority and the Greater Manchester Integrated Care System with the VCSE sector based on a relationship of trust.

The agreement is underpinned by our shared vision for the city region as set out in the Greater Manchester Strategy (GMS) – *Good lives for all - to make Greater Manchester one of the best places in the world to grow up, get on and grow old, and in which to invest, do business, study and visit.*

The Accord will act as a framework for the VCSE sector's role in the delivery of the GMS vision and in the thematic strategies and delivery plans that will exist to deliver the GMS vision, including the strategic plan of the new GM Integrated Care System. The VCSE sector will be involved in the development, governance and delivery of these strategies, including co-design of relevant activities, and thereby take a key role in work to build a resilient local economy, tackle inequalities and inequities, and improve the health and wellbeing of the people who live, work and study in Greater Manchester.

##### 1.1.2 Context

The original GM VCSE Accord was signed in November 2017 by the Mayor of Greater Manchester on behalf of the GMCA, with several hundred representatives of the VCSE sector. It is an agreement for 5 years until November 2022<sup>1</sup>.

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<sup>1</sup> [Accord between Mayor and GM Combined Authority and the VCSE Sector | www.gmcvo.org.uk](http://www.gmcvo.org.uk)

The Memorandum of Understanding between GM Health & Social Care Partnership<sup>2</sup> and the VCSE sector in Greater Manchester is a 5-year agreement signed in January 2017, which built upon the work by the then VCSE Devolution Reference Group, that had supported the Partnership in its goals for improving health and wellbeing in Greater Manchester.

**The new Accord agreement will replace both the 2017 GM VCSE Accord and the Memorandum of Understanding with the GM Health and Social Care Partnership.**

The new Accord agreement will be informed by reflection on the success of the original VCSE Accord undertaken by the GM VCSE Leadership Group and officers at GMCA, as well as by learning gleaned from the evaluation report of the GM VCSE Engagement Programme for the GM Health and Social Care Partnership, carried out by Cordis Bright in early 2021. The development and draft content of the new Accord agreement will also be the subject of structured conversations with key stakeholders from across the VCSE sector in Greater Manchester, as well as officers and politicians representing the GMCA and Health and Social Care Integrated Care System.

In January 2020, the GM VCSE Leadership Group published its VCSE Policy Paper<sup>3</sup>, which describes the role and potential contribution of the VCSE sector as a positive force as part of the 'system' which will strive for change and improvement in the future of Greater Manchester. The Policy Paper sets out the sector's 'offer' to build from successful work that is already in place, and play a greater role in system change, solutions with communities, and building a truly inclusive and equitable economy. It also describes a vision and the development and transformation which needs to take place within in the VCSE sector over the next 10 years.

In February 2021 the Government's White Paper announced a number of new measures as part of a proposed Health and Care Bill, including the creation of statutory Integrated Care Systems. An Integrated Care System describes a more joined up way of working across different organisations to meet health and care needs across an area. At the same time, GM is also developing our health and care strategy for the next five years (following on from 'Taking Charge'). This Accord provides and opportunity for the VCSE sector to be at the heart of that Integrated Care System and its strategy.

This new Accord agreement will be built from, and aims to deliver, the ambitions set out in the VCSE Policy Paper, as well as to meet the sector leadership, infrastructure and thematic delivery expectations of all partners to the agreement. It will also consider our learning and reflections from the Covid-19 pandemic, the 2021 report of the GM Independent Inequalities Commission, the Marmot report 'building back better in Greater Manchester', and the development of the GM Integrated Care System.

### 1.1.3 Scope

This agreement relates to the following activities:

- The involvement of VCSE organisations and groups in the development and delivery of the Greater Manchester Strategy, the Integrated Care System Strategic Plan and any strategies which have a GM footprint.
- All projects and programmes led by the Greater Manchester Combined Authority and through the Integrated Care System, including collaborative work across districts.
- VCSE sector leadership, infrastructure and support which takes place at a GM footprint.

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<sup>2</sup> [MoU between GM Health & Social Care Partnership and the VCSE sector in Greater Manchester — VSNW](#)

<sup>3</sup> [GM-VCSE-Position-Paper-Final.pdf \(vcseleadershipgm.org.uk\)](#)

#### 1.1.4 Who is involved?

The Accord is a three-way agreement between the Greater Manchester Combined Authority, the Greater Manchester Integrated Care System, and the Voluntary, Community and Social Enterprise Sector in Greater Manchester, represented by the GM VCSE Leadership Group.

#### 1.1.5 Time scales

This new Accord agreement will be for period of five years commencing on 1<sup>st</sup> October 2021 and will have an annual review and reporting process through the GM VCSE Leadership Group, Combined Authority and Integrated Care System governance.

### **1.2 DRAFT content of the Accord Agreement**

The Voluntary, Community and Social Enterprise (VCSE) sector plays a hugely valuable role in the economy and society of Greater Manchester. There exists a potential to further value the VCSE sector's contribution, align it to that of the public sector, enable whole-system placed-based working and ensure the right capacity and resources are made available through this Accord agreement. The sector's offer to GM is increasingly vital and relevant, as shown by VCSE organisations' ability to mobilise at scale during the Covid crisis. Local authorities and health systems have welcomed the involvement of VCSE partners in the emergency response and this Accord seeks to make the successful participation of VCSE groups, organisations and leaders the way we do business in Greater Manchester.

#### 1.2.1 Shared Vision

*Good lives for all - to make Greater Manchester one of the best places in the world to grow up, get on and grow old, and in which to invest, do business, study and visit.*

Together, the partners to this Accord agreement want to co-deliver and co-develop the vision and aims of the GMS and co-create:

**A resilient GM** where people and places are prepared and able to respond to challenges and shocks

**A prosperous GM** driven by innovation, inclusive and sustainable growth. Where GM is globally competitive, connected and opportunities are available to all people and places

**A healthy GM** where people live in healthy environments, have access to good health care and our communities physical and mental health is maximised

**An equitable GM** where opportunities, wealth and power are more equitably distributed, and no-one is left behind

**A vibrant GM** where our diverse culture, leisure and communities are celebrated and continue to shape the development of our city-region

**A sustainable GM** where we are globally responsible, driving environmental improvements and conscious of our resource use and waste

#### 1.2.2 Principles of this Agreement

Greater Manchester is home to 15,000+ voluntary, community and social enterprise organisations. These groups and organisations are well-networked with strong, distributed leadership, established

communications channels and have evidenced their ability to convene and act as a sector around general or specific strategic objectives. VCSE organisations work across every aspect of tackling inequality and inequity in GM including skills, employment and enterprise; health and social care; housing and transport; environment and carbon reduction; poverty reduction; inclusive economic growth and inclusive governance. This agreement will set out how VCSEs as a sector can collaborate with GMCA and the GM Integrated Care System, and co-create innovations, services and solutions in all of these areas.

The Greater Manchester VCSE Leadership Group has set out four aims, and has used these in the VCSE Policy Paper to describe the role that VCSE organisations could play for the positive benefit of Greater Manchester and its communities:

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

- As our communities become more diverse, and our population increases, the VCSE sector in Greater Manchester will grow in parallel, strengthening our networks in less-well-served communities.
- Our role as part of good social support will enable and encourage people to live healthy, productive lives with a reduced need for state support.
- Working in collaboration with all sectors, we will continue to make and grow the connections that facilitate community cohesion.
- We will strengthen our collaborations with each other and with public and private partners to tackle more of the ‘wicked’ problems in society, environment and the local economy.

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

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

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

- VCSE organisations will be at the heart of early intervention and primary wellbeing activities, working in partnership with statutory services, and creating a flexible and responsive form of support to people in crisis – both ‘wrapping around’ and adding value to statutory forms of support and leading delivery of public services.

- New forms of infrastructure will enable more money, volunteers and other resources to flow into the VCSE 'ecosystem', reaching the most diverse and often overlooked communities.
- The VCSE sector will enable further strong connections and communication to be made between and within communities.
- VCSE organisations will be seen as full and equal partners in a 'system' (not a 'sector') that is focussed on people and place.

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

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

**GMCA and the GM Integrated Care System commits to supporting the GM VCSE Leadership Group to achieve these objectives, and will...**

- *Employ best practice standards of working with voluntary, community and social enterprise organisations*
- *Create new partnerships and build on existing ones to encourage diverse voices across Greater Manchester to have an active role in shaping and challenging policy*
- *Facilitate involvement and engagement of the VCSE sector in the development, governance and delivery of the Greater Manchester Strategy including relevant consultation and co-design, embedding the objectives of the VCSE Policy Paper into the refreshed GMS*
- *Identify areas within the GMS in which the VCSE sector can take the lead, working in partnership with the public sector*
- *Facilitate co-creation of services, including the involvement of service users/experts by experience in service design*
- *Support and drive the cultural change required to enable effective collaborative working*
- *Carry out community and VCSE sector impact analysis as part of its decision-making, using this to promote a community wealth building approach*
- *Develop an investment approach based on long-term, core funding to support strategic VCSE capacity and infrastructure in delivering the visions of the GMS and GM Integrated Care System*
- *Provide funding to support the delivery of the GM VCSE Accord agreement*

## Shared Objectives

The GM VCSE sector is a complex ecosystem of organisations and groups, where people come together based on:

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

The strength of this ecosystem is held together by a social architecture of VCSE organisations which might have a recognised purpose to lead on either a geographic focus for service design and delivery; have a specialist area of expertise; or represent a particular community of identity.

This Accord agreement will enable GMCA and the GM Integrated Care System to work collaboratively with this VCSE architecture, via the GM VCSE Leadership Group to achieve the following **shared objectives**:

- Value and maximise the impact from the role of the VCSE sector in the development and delivery the Integrated Care System Strategy, the GMS and its partner strategies which have a GM footprint.
- Transform the VCSE sector by delivering the GM VCSE Policy Paper 2020<sup>4</sup>, enabling the Greater Manchester VCSE Ecosystem Model which aligns with the arrangements of the Unified Public Services, creating a co-ordinated approach based on people, place and prevention as part of an inclusive, local, and productive economy.
- Create an effective leadership, support and delivery arrangement for the VCSE sector at a GM footprint.

### **1.3 How will this Accord Agreement be delivered?**

#### Role of the GM VCSE Leadership Group

Formerly known as the VCSE Devolution Reference Group, the GM VCSE Leadership Group works to support VCSE sector engagement across Greater Manchester's devolution agenda.

This Accord agreement has been brokered by and is signed by the GM VCSE Leadership Group on behalf of the VCSE sector in Greater Manchester.

For the purpose of delivering this Accord agreement, the GM VCSE Leadership Group will sit at the heart of a collaborative representative 'social architecture' for the VCSE sector at a GM level, recognising the complexity and diverse nature of that sector. It will take responsibility on behalf of the VCSE sector to drive forward the Accord agreement and the work to implement it.

The current operation and membership of the Leadership Group is currently under review to ensure that it can be fully accountable to the wider VCSE sector for delivery of the Accord agreement. Members of the Leadership Group are expected to be 'catalysts and connectors' on behalf of the sector. They will be supported by other collaborations, leadership at a thematic and locality level, and will commit to engaging with leaders and stakeholders operating across all 10 boroughs of Greater Manchester.

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<sup>4</sup> [GM-VCSE-Position-Paper-Final.pdf \(vcseleadershipgm.org.uk\)](#)

### Implementation plan

Delivery of the Accord will be progressed through the development of a detailed Implementation Plan. This will contain the shared objectives set out in the Accord agreement, together with a comprehensive framework for delivery. The 5-year vision and objectives will be underpinned by annual delivery plans which will provide information on the agreed actions, responsibilities, timescales, targets and outcomes for delivery of this Accord agreement.

### Funding agreement

The Implementation Plan will be used as the basis for a partnership funding agreement between the GMCA, Health and Social Care Integrated Care System and the GM VCSE Leadership Group, which will cover the length of this Accord agreement, but be subject to annual review and confirmation of budgets for the GMCA and GM Integrated Care System.

### Governance / management arrangements for the Accord

The VCSE Accord will be signed off through individual 'governance' structures but **will be owned jointly by the GM Combined Authority, the GM Integrated Care System and the GM VCSE Leadership Group.**

Representatives from the three parties will meet every 3 months as a VCSE Accord Management Group to review progress made towards the shared objectives and targets set out in the Implementation Plan, to monitor the budget and spend, and to make any necessary adjustments to delivery.

The VCSE Accord Management Group will be jointly and equally accountable to the three parties in this agreement and will also be responsible for evaluation of the effectiveness of the Accord agreement.

### Evaluation and review

The Accord will be a living document to be reviewed on an annual basis to ensure that it remains relevant and fit for purpose. An annual report will be provided to the GM VCSE Leadership Group, the Combined Authority and Integrated Care System governance arrangements.

Questions