

GM VCSE Accord Implementation Plan

1.0 Introduction

The GM VCSE Accord is a three-way collaboration agreement between the Greater Manchester Combined Authority, its constituent local authority members and statutory partners, including Transport for Greater Manchester, and the Greater Manchester Health and Social Care Partnership and the GM Voluntary, Community and Social Enterprise (VCSE) Sector¹ represented by the GM VCSE Leadership Group, based in a relationship of mutual trust, working together, and sharing responsibility. The purpose of this Accord is to further develop how we work together to improve outcomes for Greater Manchester's communities and citizens.

In this document, where the words 'we' or 'our' or 'us' are used, this includes all parties to the Accord agreement acting with a single voice.

1.1 Background – purpose of the VCSE Accord

The Accord will act as a framework for collaboration involving voluntary organisations, community and faith groups, and social enterprises in the delivery of the [Greater Manchester Strategy](#) (GMS) and in the thematic strategies and delivery plans that will exist to deliver the GMS vision, including the development of the strategic plan of the new GM Integrated Care System. VCSE representatives will be involved in the development, governance and delivery of these plans and 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. As context, the commitments made in the GMS are contained at section 5.0 to this Plan.

The Accord will also deliver the ambitions set out in the [VCSE Policy Paper](#), which was published by the GM VCSE Leadership Group in 2020 and sets out a developmental ambition for the VCSE Sector, it will also build on the findings and recommendations from the 2021 VCSE [State of the Sector Survey](#).

The agreement is intended to work in a number of ways:

1. Through a *shared understanding* across the whole of Greater Manchester of the *value and contribution* that VCSE organisations make towards tackling inequality in society, creating a more inclusive economy and addressing the climate crisis.
2. Through *the building of effective partnerships and relationships* between the statutory sector with VCSE organisations across different geographies (for example GM-wide, district-wide, or in neighbourhoods and communities)

¹ When we talk about the VCSE sector in Greater Manchester, we mean voluntary organisations, community groups, the community work of faith groups, and those social enterprises where profits will be reinvested in their social purpose.

3. Through a *shared vision, ways of working principles and set of commitments* which underpin these partnerships and relationships, which will be used to inform the activities which happen in the districts of Greater Manchester
4. Through a 5-year iterative programme of leadership, enabling and developmental activities driven at a GM footprint, which aim to maximise the ability of VCSE organisations across Greater Manchester to be involved in work around the GMS and deliver beneficial outcomes.

The GM VCSE Accord has been shared and adopted across all of the individual local authority areas in GM as a set of guiding principles and commitments through which locally based relationships, projects and programmes will be developed. It will be up to each district to take forward work in their own place(s), tailoring it to local shared priorities, local resources, and the nature of the local VCSE sector.

1.2 VCSE Accord Implementation Plan

This Implementation Plan only relates to point 4 in the section above and sets out the framework which will guide the leadership, enabling and developmental activities carried out at a GM footprint over the next 5 years. This work will underpin and enable to wider work of the VCSE sector in the districts of GM. It is part of the mechanism for overcoming the barriers and issues which exist for the VCSE sector in delivering activities which contribute towards the objectives in the grand strategies that exist at GM level.

The Plan seeks to describe activities which will facilitate a convergence between the work of VCSE organisations and their public sector partners, with a focus on the Greater Manchester Strategy, delivering on the recommendations of the Independent Inequalities Commission and Marmot Build Back Fairer reports, and improving outcomes for Greater Manchester and its people. **Figure 1** below shows the aim to achieve increasing involvement of the VCSE sector in the GMS and its supporting strategies, and in the work to deliver them – a convergence of working together to achieve the same goals and outcomes.

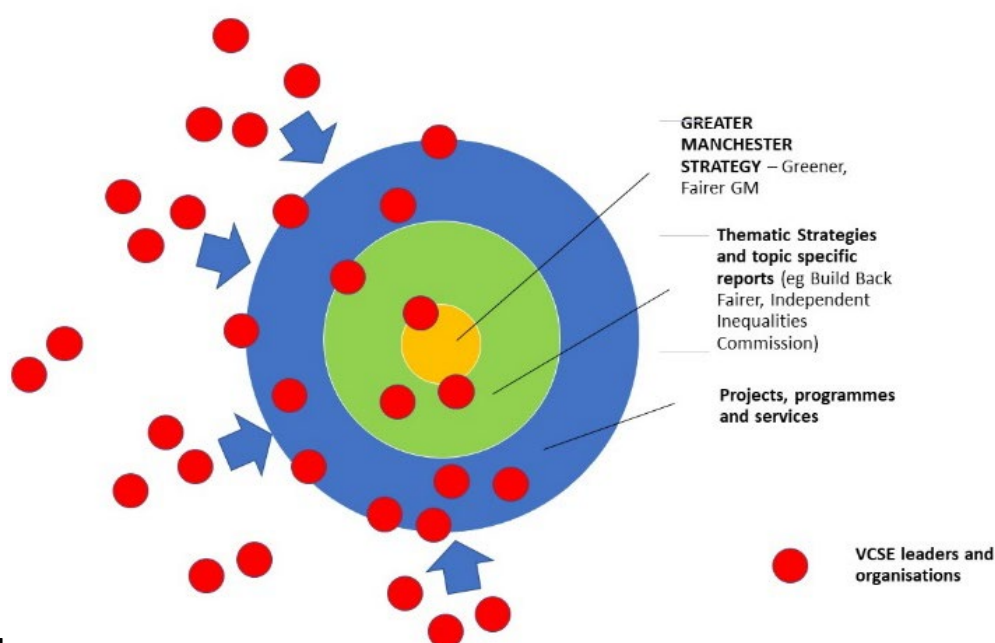


Figure 1

Whilst maintaining the unique nature, value and contribution of the work of the VCSE sector, this Plan will focus on activities which increase the likelihood of that work being successful and sustained. Therefore, it will include activities relating to workforce, to resources, to commissioning and to improving understanding of the sector, for example.

For the next 5 years, a separate one-year delivery plan will be agreed each year to take forward elements of this Implementation Plan, supported by a funding package from the GMCA and Health and Social Care system. This funding has been approved for leadership, infrastructure and activities which will build capacity in the wider VCSE sector to be fit to deliver. It will not be used to directly support service delivery or the VCSE sector's work in communities.

This Implementation Plan aims to focus on getting best talent from the VCSE sector involved, engaged, inspired in the GMS. Work supporting the Accord needs to point outwards into strategy – enabling the shared outcomes and impacts to happen.

We acknowledge the additional financial pressures that are being felt by VCSE groups and organisations at the current time as a direct and indirect result of the Covid pandemic. One of the commitments in the VCSE Accord is to work together across GM to build a financially resilient VCSE sector, and this work will be vital for the success of the whole Accord agreement.

1.3 Shared Vision and principles – our end goal and ways of working

Our shared vision is for a thriving VCSE sector in Greater Manchester that works collaboratively and productively with the GM Integrated Care System², the GM Combined Authority, its constituent local authority members and statutory partners, including Transport for Greater Manchester.

This vision is based on our shared values, will be supported by a sustainable infrastructure and have strong leadership. We will operate on the basis of mutual trust, respect and transparency.

We will acknowledge the value to communities of place, identity and experience and understand the role of local people in leading, shaping and connecting VCSE organisations to create the 'ecosystem' described in the VCSE Policy Paper. We will work using the subsidiarity principle, meaning that decisions and issues are taken and addressed as close to communities as possible, coming together at a Greater Manchester level where there is a demonstrable benefit of doing so.

1.4 Shared commitments for 2021 – 2026 – what we have agreed we will do together

The success of this Accord and the following shared commitments will rely on their recognition, adoption and action at a locality and neighbourhood level. As stated above, the actions invested in at a GM footprint aim to enable and facilitate what is happening in localities, neighbourhoods and communities. All commitments will be achieved in partnership and with equitable involvement from all 10 districts of Greater Manchester.

² The final governance of the Integrated Care System is to be finalised, but will include Integrated Care Board, Integrated Care Partnership, GM NHS Trusts, other non-NHS Providers and delivery partners

Commitment 1: *We will work together to achieve a permanent reduction in inequalities and inequity within Greater Manchester, addressing the social, environmental and economic determinants of health and wellbeing.*

Our aim is to ensure active VCSE participation and parity in strategic work to enhance equality, equity and wellbeing.

Commitment 2: *We will embed the VCSE sector as a key delivery partner of services for communities in Greater Manchester*

Our aim is to ensure that VCSE organisations are seen as integral to the delivery of services in communities, alongside statutory-run services and commissioned contracts.

Commitment 3: *We will build a financially resilient VCSE sector that is resourced to address our biggest challenges of ending poverty and inequality in Greater Manchester.*

Our aim is to work together to maximise new funding sources, ways of contracting and grant-giving arrangements.

Commitment 4: *We will grow the role of the VCSE sector as an integral part of a resilient and inclusive economy where social enterprises, co-operatives, community businesses, charities and microsocial business thrive.*

Our aim is to increase the market share of social economy organisations in Greater Manchester.

Commitment 5: *We will build on our existing strengths to build the best VCSE ecosystem in England*

Our aim is to enable VCSE organisations to become ‘anchors’ for their place or their community, creating resources, support and connections for them to thrive.

Commitment 6: *We will put into place meaningful mechanisms to make co-design of local services the norm, including expanding channels for service design to be informed by ‘lived experience’.*

Our aim is to create arrangements to enable local people, groups and organisations to be involved in the design of the services which are provided for them.

Commitment 7: *We will fulfil the potential for building productive relationships between the VCSE, public and private sectors to address inequity and build back fairer*

Our aim is to work closely with local businesses as well as the public sector to increase their focus on social value and addressing inequalities

Commitment 8: *We will put in place a comprehensive workforce programme to support organisational and workforce development for VCSE employers based on and facilitating a more integrated public facing workforce*

Our aim is to improve capacity, capability and employment standards across the paid and voluntary VCSE workforce in Greater Manchester

These Commitments build from the recommendations of the [2021 State of the VCSE Sector](#) report, which were accepted by the Mayor of Greater Manchester in July 2021:

- *The VCSE sector should be embedded as a strategic partner as part of all local recovery plans and future emergency planning*
- *Recognise the VCSE sector as a critical part of local economies. Our sector is an income generator in its own right, a significant employer, and a demonstrated leader in responding to crises and challenges*
- *Review commissioning approaches to enable VCSE organisations – which are led by local communities - to not just continue to run local services but to grow and innovate as part of an inclusive economy*
- *In line with the recommendations of the Greater Manchester Independent Inequalities Commission, put into place meaningful mechanisms to make co-design of local services the norm*
- *Fulfil the potential for building productive relationships between private business and VCSE organisations to address inequalities*
- *A new approach to supporting and retaining the paid and voluntary VCSE workforce including payment of the real Living Wage to staff and investment in training and support for volunteers*

1.5 Indicators of Shared Success – how we will know that we have made progress towards our Vision

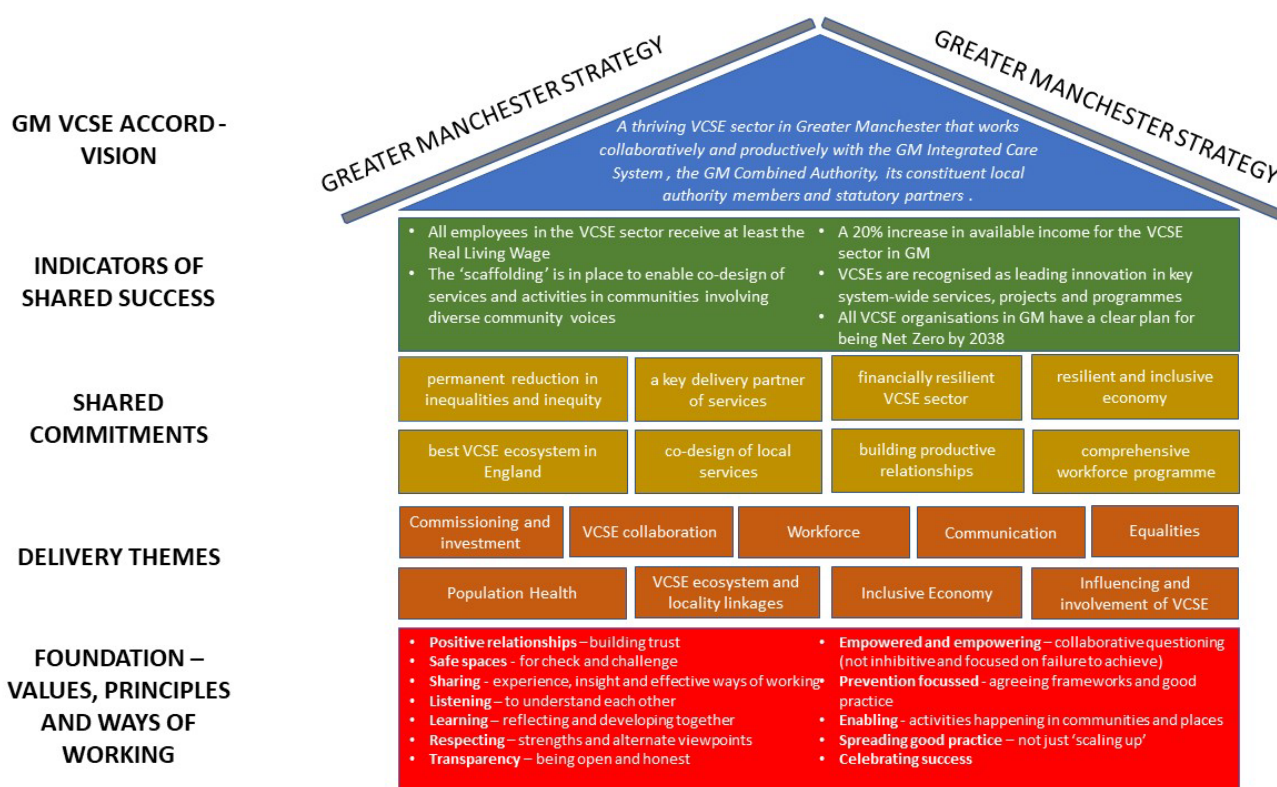
To help us jointly understand whether we are achieving our Vision of a thriving VCSE sector in Greater Manchester, we have selected the following 5 **Indicators of Success**. These indicators will show us whether the product of all the work under this Implementation Plan against all of the Commitments has resulted in positive change. They will be tracked throughout the period of the Accord from a baseline agreed at the commencement of this Implementation Plan to the end of this Implementation Plan in 2026. They will also be used as part of the annual evaluation of progress towards our vision.

- 1. All employees in the VCSE sector receive at least the Real Living Wage**
- 2. The ‘scaffolding’ is in place to enable co-design of services and activities in communities involving diverse community voices**
- 3. A 20% increase in the income of the VCSE sector in GM**
- 4. VCSEs are recognised as leading innovation in key system-wide services, projects and programmes**
- 5. All VCSE organisations in GM have a clear plan for being Net Zero by 2038**

It should be noted that these are ‘indicators’ and vary in their level of objectivity. Success might be indirect, and also difficult to measure. We have attempted to strike a balance between creating a complex ‘measurement framework’ and being able to understand whether what we are doing making progress towards our shared vision and aims. We will ensure that our methodology is constant and robust. Each indicator has a clear ‘theory of change’ linked to the vision and commitments. Further details on the Indicators of Success and baselines used is contained in **Section 4**.

1.6 Framework of activities – the main pieces of work for the next 5 years

Figure 2 below describes how we have arrived at a framework of delivery themes and objectives for this Implementation Plan. The work to deliver the Accord contained in this Implementation Plan will be enabling in nature and driven at a GM footprint for the support and benefit of the whole of Greater Manchester.



Activities to deliver the GM VCSE Accord and its Commitments will be structured around the following **Delivery Themes**:

1. Population Health
2. Commissioning and Investment
3. Collaboration in VCSE service delivery (including the Alternative Provider Federation)
4. Workforce development
5. Communication – primarily with the wider VCSE sector, but also with other stakeholders
6. Creating and sustaining the VCSE Ecosystem across Greater Manchester
7. Equalities – engagement and involvement of diverse communities of identity
8. Inclusive economy
9. VCSE sector involvement and influencing

Each Delivery Theme will have a small number of **objectives** for its work over the next 5 years and will deliver at least one, but often two or more of the Commitments listed at section 1.3 above. All the objectives will also contribute in some way towards the indicators of success listed at section 1.4.

Each year we will agree activities under each objective, which will take 2 forms:

Enabling projects – which will have inception, delivery and completion within the period of the Accord, using resources set aside from the Accord budget.

Ongoing collaboration – We have also identified a range of collaborative activities which will be required throughout the period of the VCSE Accord. These ongoing activities will also be resourced through the GM VCSE Accord grant agreement.

Section 2.0 contains the full framework of delivery themes and objectives over the 5-year period of the GM VCSE Accord.

1.7 Arrangements for making this happen

We will put in place an arrangement for delivering the GM VCSE Accord which will see a mix of new and existing groups and meetings taking functions which will include:

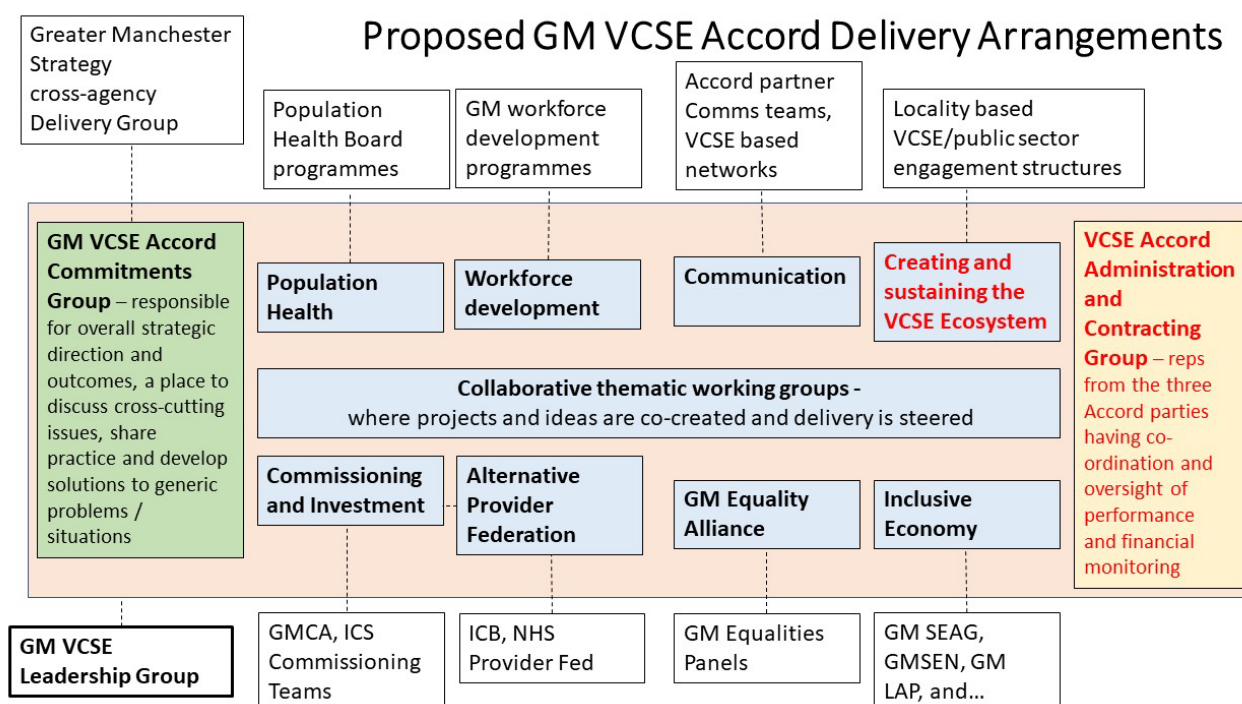
- *Shaping delivery* – co-creating the solutions to deliver the Accord commitments
- *Checking progress* – ‘Light touch’ monitor of whether collectively we are on track towards the shared commitments set out in the Accord
- *Sharing learning* – being open and discussing what’s working and where could improvement be made, sharing and spreading good practice across GM and between partners
- *Resolving the issues* – creating ‘safe spaces’ to discuss how to resolve the thorny problems which might be encountered in delivering the Accord commitments

The success of this Accord and the shared commitments that it contains will rely on their recognition, adoption and action at a locality and neighbourhood level. This is a high-level agreement which builds from existing good practice to embed effective ways of working with the VCSE sector across all places in GM. It aims to achieve consistency without losing the uniqueness and innovation of voluntary organisations, community and faith groups and social enterprises. As stated above, the actions invested in at a GM footprint aim to enable and facilitate what is happening in localities, neighbourhoods and communities. All commitments will be achieved in partnership. The Accord represents a commitment to ensure ‘fair’ representation in any decision-making processes affecting the VCSE sector, and acknowledgement that this may need different approaches for different places to accommodate this to happen.

Figure 3 shows the initial arrangements which we will use to deliver the Accord Implementation Plan, which include:

- A new **GM VCSE Accord Commitments Group**, which will be responsible for overall strategic direction and outcomes, a place to discuss cross-cutting issues, share practice and develop solutions to generic problems / situations
- Eight **collaborative working groups** – where projects and ideas are co-created and delivery is steered, most of which already exist, but may benefit from expanding membership to include Health and Social Care or GMCA officers
- A new **VCSE Accord Administration and Contracting Group** – which will see representatives from the three parties having co-ordination and oversight of performance and financial monitoring of the Accord grant agreements

Figure 3



Section 3.0 below also contains a table which maps the collaborative working Groups described above with the Commitments in the Accord.

We will adopt the following **principles and ways of working**, which align with the ways of working listed in the Greater Manchester Strategy:

- **Positive relationships** – building trust
- **Safe spaces** – for check and challenge
- **Sharing** – experience, insight and effective ways of working
- **Listening** – to understand each other
- **Learning** – reflecting and developing together
- **Respecting** – strengths and alternate viewpoints
- **Transparency** – being open and honest with each other
- **Empowered and empowering** – collaborative questioning (not inhibitive and focused on failure to achieve)
- **Prevention focussed** – agreeing frameworks and good practice
- **Enabling** – activities happening in communities and places
- **Spreading good practice** – not just ‘scaling up’
- **Celebrating success**

1.8 Funding commitment towards enabling activities

The GM VCSE Accord is an enabler of ‘ways of working’ which support the VCSE sector to deliver on the GMS. But the available pot of money is limited. Therefore, to support the delivery of the 5-year iterative programme of leadership, enabling and developmental activities driven at a GM-wide footprint, the Greater Manchester Combined Authority has set aside a recurring annual budget. The Greater Manchester Health & Social Care Partnership has also made a commitment to invest of equivalent funds, and it is anticipated that a further commitment will be made by the new Integrated Care System in the summer of 2022.

This funding is in effect ‘invest to save’ by supporting activities which enable the wider VCSE sector to operate more effectively and efficiently across Greater Manchester. However, rather than funding everything from this pot we need to use it to create resource to create investment into activities which will generate more funding for the VCSE sector in the future. If GM is to have multi-million-pound cross sector delivery like the Live Well scheme, this needs to have a comprehensive programme of funding of VCSE services across GM.

The grant funds associated with the VCSE Accord will be released through partnership agreements with one or more VCSE organisations, who will take on the leadership, delivery and direct accountability tasks relating to this Implementation Plan. The grant agreements will be managed through the collaborative arrangements described above, led by the Administration and Contracting Group and endorsed by the GM VCSE Leadership Group.

The aim is to create arrangements where funds are released to appropriate organisations with the endorsement of all three parties of the GM VCSE Accord. Grant holders will be jointly accountable to the three parties.

1.9 Developing the annual delivery plans – prioritisation and selection...

Therefore, instead the Accord needs to:

- Create assurance to enable people to share best practice to share expertise and support
- Broker conversations
- Distribute funds and resources
- Deliver enabling programmes

We will use the following questions to decide which of the many possible projects and activities that could deliver this Accord will receive funding through the GM VCSE Accord each year. These projects and activities will be captured in annual delivery plans and be the content of grant agreements between GMCA, the Integrated Care System and VCSE sector organisations.

- Does this project deliver one or more of the Accord Commitments?
- Will the project or activity support / improve the ability of the VCSE sector to deliver the looked-for outcomes contained in the Greater Manchester Strategy?
- Does the project or activity align with the GMS and VCSE Accord ways of working?
- Is there support for this project or activity from all three partners in the Accord?
- Does this project or activity offer something new which adds value (and doesn’t cut across or duplicate work elsewhere)?
- Is the project or activity deliverable in the timescale and budget available?
- Are there significant risks involved in the work that can’t be mitigated?
- Does the activity or project offer a significant and measurable benefit in terms of the VCSE Accord delivery?

1.10 Equality and diversity

Equality, diversity and inclusion will be integral to every part of the work to deliver the GM VCSE Accord. we will adopt the approach explicit in the Build Back Fairer Marmot work to address inequity rather than inequality - inequity being avoidable disparity.

To do this, we will employ a structural approach supported, but not driven by GM Equal:

- All delivery areas will have a comprehensive Equality Impact Assessment (EIA)
- We will use the EIAs to see how we get to the outcomes for each piece of work in an equitable way.
- Our EIAs will be live documents - shared widely when those group meet and used regularly as part of their ongoing work
- Our EIAs will focus on positive impact on communities as opposed to a deficit-based model of identifying negative impact. Not making it worse isn't good enough.
- We will develop specific and targeted interventions where these are required to address inequality and inequity

Greater Manchester Combined Authority has adopted a Decision Support Tool which allows users to self-assess the impact of the proposed policies, initiatives, or services against GMCA policy frameworks. It provides a high-level assessment of how a decision meets GMCA policy goals and can facilitate a process of revision to better meet the agendas. The Tool includes an Equalities Assessment and a Carbon Assessment Tool. It does not yet assess embodied carbon nor go into the detail of intersectionality of equalities decisions. However, the Combined Authority is keen that the Tool is also used to plan and design projects, strategies and programmes.

Assessment of the VCSE Accord using this Tool is attached at **Section 6.0**.

The new Integrated Care System is developing a comprehensive process to ensure that equality, diversity and inclusion considerations are threaded right through the System development.

As our work programme develops, each project within this Implementation Plan will be expected to consider its likely impacts on diverse communities and where relevant its contribution towards Greater Manchester's Net Zero commitment. We will utilise the tools described above, or appropriate Equalities Impact Assessments to provide assurance that what we are proposing is contributing towards a Fairer and Greener Greater Manchester.

1.11 Programme Management and Evaluation

An important part of this work will involve tracking and understanding whether what we are doing is achieving results, keeping to its timetable, and making best use of available resources, for example. To do this, each project or programme will have jointly owned SMART objectives, outcomes and measures of success. These will be tracked through a management spreadsheet which will be updated on a monthly basis.

The activities and projects will all contribute in some way towards the overall vision and commitments of the Accord, and link to the indicators outlined at section 1.4. Each year, we will carry out an annual review of progress against these 5 overall success indicators, and each of the 8 commitments.

At the end of the 5-year period, it is proposed to undertake an independent, external evaluation of progress made towards the vision and the commitments made in the Accord agreement.

Responsibility for tracking progress and undertaking reviews / evaluations will sit with the Administration and Contracting Group.

The VCSE Accord is in itself a risk management tool – enabling collaborative working and a shared focus on the issues faced by people and communities of Greater Manchester. throughout the implementation of the Accord, we will jointly identify and manage risks and issues around:

- Alignment of strategic direction
- Stakeholder buy in
- Resources and delivery
- Impact – achieving our vision

1.12 Social Value

Values hold VCSE organisations together as a sector. They are mission-driven and focused on ‘social value’. VCSE organisations work closely together and in synergy with, but independent from, the statutory and business sectors.

Social value presents a chance to use our resources in a more impactful way and think more clearly about the social, economic and environmental benefits that can be achieved through our day-to-day activities. We believe that social value is a way of working and conducting business, whereby the organisation manages the resources that it controls, procures and commissions goods, works and services, draws in investment, and acts as a responsible employer so that it achieves value for money on a whole life-cycle basis.

VCSE organisations create huge social value as a direct result of their values-based approach, their re-investment of resources into local communities and their business purpose. They also create social value indirectly through their own supply chains, through influencing others, as well as through collaborative work with partners.

VCSE organisations are well practiced at providing added social value through service delivery across many sectors including health, education, housing and transport. In commissioning and procurement, the Social Value Act creates an opportunity for VCSEs to demonstrate this to public service commissioners, who assess which potential providers would deliver the maximum public benefit to the local community. Whilst this presents an unprecedented opportunity for the VCSE sector in Greater Manchester, we want to build new models of delivery based in collaboration and partnership across sectors to maximise the overall benefit. For VCSE organisations, social value is what they do, not just a procurement tool.

Further information on the VCSE sector and social value is contained in the [VCSE Policy Paper](#).

2.0 VCSE Accord Implementation Plan

Ref	Delivery Theme and Objectives	Led by	Accord commitments delivered (section 1.3)	Linkage to Indicators of success (section 1.4)
1. Population Health				
1.1	<u>Social prescribing and PCCA</u> - Focus on the design and then implementation of PCCA/Social Prescribing, particularly the new Live Well Approach	Live Well Project Team / Pop Health Group	1,2,5,6	2,3,4
1.2	<u>New GM data hub</u> - Enable VCSE involvement in co-design of the new Data Hub and sharing of data from VCSE organisations with public sector partners	GM Data Hub / Pop Health Group	1,2,5,6	4
1.3	<u>GM Population Health programme</u> - Co-design space to shape VCSE engagement in the commissioning of GM Population Health prevention programmes and shaping the conditions and characteristics of a population health 'system' at different spatial levels.	Pop Health Group	1,2,5,6	2,4
1.4	<u>Tackling inequality</u> - Develop accountability levers for Marmot/ Inequalities Commission recommendations through the Greater Manchester Strategy (in partnership with GM Eq=AL)	Pop Health Group	1,2,5,6	2,4
2. Commissioning services from and with the VCSE sector				
2.1	<u>GM Commissioning Framework</u> - Facilitate the implementation of the principles of the GM Commissioning Framework in all parts of the GM public service system, including putting into place meaningful mechanisms to make co-design of local services the norm	Commissioning and Investment Group	3	1,2,3,4
2.2	<u>Inclusion</u> - Develop next stage of Commissioning for Inclusion work	Commissioning and Investment Group	1,6	2,3,4
2.3	<u>Services led by VCSEs</u> - Enable VCSE organisations – which are led by local communities - to not just continue to run local services but to grow and innovate as part of an inclusive economy	Commissioning and Investment Group	2,3,4,6	1,2,3,4

2.4	<u>Develop and deliver a VCSE Strategic Investment approach</u> - investment approach based on long-term, core funding to support strategic VCSE capacity and infrastructure, including: <ul style="list-style-type: none"> • ‘Core funding’ pilot projects • GM Community Endowment Fund: Building from existing GM Endowment Fund to increase the ongoing income for the VCSE sector 	Commissioning and Investment Group	1,2,3,5,6,7	3
3. Workforce development				
3.1	<u>Implement GM VCSE Race Equality Action Plan</u>	Workforce Group	1,8	1,2
3.2	<u>GM Workforce development programme</u> – implement programme of interventions to support GM VCSE workforce, including Well-being support offer, Volunteering principles and values, and VCSE offers Real Living Wage or above	Workforce Group / 10GM	1,7,8	1,2,4
4. Communication – primarily with the wider VCSE sector, but also with other stakeholders				
4.1	<u>Develop and deliver a Communications Strategy</u> - which builds knowledge and understanding of the diverse VCSE sector across the public sector, promoting understanding of GM structures in VCSE organisations	Communications Group	1,2,5	2,4
5. Creating and sustaining the VCSE Ecosystem				
5.1	<u>Develop VCSE ecosystem</u> - grow VCSE infrastructure capacity and ‘scaffolding’ for involvement of <i>communities of identity, experience and place</i> in 2-way communication in each of the 10 districts of Greater Manchester	New VCSE ecosystem / Infrastructure Group	1,3,5	2,4
5.2	<u>GM Resilience planning</u> - Develop arrangements to boost Community Resilience, including review of emergency structures and VCSE role in GM Resilience Planning	GM VCSE Resilience Forum	2,3,4,5	2,4

6. Collaboration in VCSE service delivery				
6.1	<u>Alternative Provider Federation</u> - Develop a place-based partnership of social enterprise and charitable organisations operating at scale across the ICS footprint	Alternative Provider Federation	2,3,4,8	2,4
6.2	<u>VCSE collaboration</u> - Support and enable cross-sector collaboration and shared services, including exploration of co-location, shared back office, co-operative ownership models, etc	VCSE Leadership Group	3,5,7,8	2,4
7. Equalities – engagement and involvement of diverse communities of identity				
7.1	<u>Equalities infrastructure</u> - Help to develop the VCSE ecosystem and grow VCSE infrastructure capacity and ‘scaffolding’ for equalities organisations, working closely with the work described at 5.1 above.	GM Equality Alliance	1,3,5,6,7	2,4
7.2	<u>Health and equalities</u> - Supporting VCSE Equalities sector engagement the GM Integrated Care System (ICS)	GM Equality Alliance	1,5,6,7	2,4
7.3	<u>Develop GM Equality Framework</u> : Identifying the most effective approaches to equality policy and practice (establishing the evidence base) to form a set of practical pan-equalities commitments for partner organisations to sign up to (the standard).	GM Equality Alliance	1,3,7,8	2?
7.4	<u>Lived experience</u> - Develop shared set of principles to ensure the voice of lived experience is heard in policymaking, including remuneration arrangements	GM Equality Alliance	1,6	2,4
8. Inclusive economy				
8.1	<u>Describing an inclusive economy</u> : sharing evidence from VCSE organisations and developing policy around inclusive economy	Inclusive Economy Group	1,3,4,8	4?
8.2	<u>Revealing existing practice</u> : building a portfolio of example from GM and supporting / brokering experience exchanges	Inclusive Economy Group	1,3,4,8	4?
8.3	<u>Changing the operating environment: supporting work to create a more inclusive economy, including:</u> <ul style="list-style-type: none"> Supporting VCSEs to pay the Real Living Wage Increasing VCSE involvement in GM Good Employment Charter 	Inclusive Economy Group	1,3,4,8	1,2,4,5

	<ul style="list-style-type: none"> • Support and promotion of wider anti-poverty campaigning • Promoting community ownership and participation in the social economy • Supporting VCSEs to go Net Zero • Building productive relationships between private business and VCSE organisations to address inequalities 			
9. VCSE involvement and influencing				
9.1	<u>VCSE representation on GM Boards and partnerships:</u> Effective representation of the VCSE sector on relevant groups and Boards (eg: Reform and Tackling Inequality Boards)	VCSE Leadership Group	All	All
9.2	<u>Strategic development and delivery:</u> GMS and ICS Strategic Plan	VCSE Leadership Group	All	All
9.3	<u>VCSE sector campaigning and influencing</u> – networking and lobbying activities on behalf of the VCSE sector	VCSE Leadership Group	All	All

3.0 Mapping of Groups involved in delivery, with the Commitments in the Accord

VCSE Accord Commitments	Delivery Group (shading denotes lead working group for this commitment)							
	Commissioning and Investment Group	Alternative Provider Federation	GM Equality Alliance	Inclusive Economy Group	Population Health Group	Workforce Group	Communications	VCSE Ecosystem and Infrastructure Group
Commitment 1: <i>We will work together to achieve a permanent reduction in inequalities and inequity within Greater Manchester, addressing the social, environmental and economic determinants of health and wellbeing.</i>	✓	✓	✓	✓	✓	✓	✓	✓
Commitment 2: <i>We will embed the VCSE sector as a key delivery partner of services for communities in Greater Manchester</i>	✓	✓	✓		✓		✓	✓
Commitment 3: <i>We will build a financially resilient VCSE sector that is resourced to address our biggest challenges of ending poverty and inequality in Greater Manchester.</i>	✓	✓	✓	✓		✓	✓	

Commitment 4: <i>We will grow the role of the VCSE sector as an integral part of a resilient and inclusive economy where social enterprises, co-operatives, community businesses, charities and microsocial business thrive.</i>	✓	✓	✓	✓			✓	✓
Commitment 5: <i>We will build on our existing strengths to build the best VCSE ecosystem in England</i>	✓		✓	✓		✓	✓	✓
Commitment 6: <i>We will put into place meaningful mechanisms to make co-design of local services the norm, including expanding channels for service design to be informed by 'lived experience'.</i>	✓		✓		✓		✓	✓
Commitment 7: <i>We will fulfil the potential for building productive relationships between the VCSE, public and private sectors to address inequity and build back fairer</i>	✓	✓	✓	✓	✓	✓	✓	✓

Commitment 8: <i>We will put in place a comprehensive workforce programme to support organisational and workforce development for VCSE employers based on and facilitating a more integrated public facing workforce</i>	✓	✓	✓		✓	✓	✓	
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✓ - Specific input into the draft Accord Implementation Plan required for the identified Accord Commitments

Note: All Working & Connected Groups may input into any of the Accord Commitments but not specifically required to do so if unticked

4.0 Measuring Success

	Indicator of success	How this will be measured	Baseline	Target	Who will be responsible
1	<i>All employees in the VCSE sector receive at least the Real Living Wage</i>	VCSE State of the Sector or similar survey	74% (2021 survey)	100%	Living Wage City Region VCSE Group – reporting to Inclusive Economy Group
2	<i>The ‘scaffolding’ is in place to enable co-design of services in communities involving diverse community voices</i>	Subjective indicator – survey ‘ask’ of communities?	Baseline required		VCSE Ecosystem and Infrastructure Group
3	<i>A 20% increase in available income for the VCSE sector in GM</i>	VCSE State of the Sector or similar survey	£1.2 billion (2019/20)	£1.44 billion (plus adjustment for inflation?)	Commissioning and Investment Group
4	<i>VCSEs are recognised as leading key system-wide services, projects and programmes</i>	Subjective indicator – survey ‘ask’ 360 – across range of stakeholders – do VCSEs feel that they are ‘recognised?’ Could we have a ‘count’ of the number of VCSE folk involved in GMCA and H&SCP/ICS – led projects and programmes?	Baseline required		Commissioning and Investment Group
5	<i>All VCSE organisations in GM have a clear plan for being Net Zero by 2038</i>	VCSE State of the Sector or similar survey	Baseline required	100%	Inclusive Economy Group?

5.0 Greater Manchester Strategy - commitments

The Greater Manchester Strategy contains the following commitments, towards which the work under this Accord agreement will maximise the role of community groups, faith and voluntary organisations and social enterprises.

1. We will drive investment into our growth locations, and use that to create opportunities in adjacent town and local centres
2. We will enable the delivery of resilient, safe and vibrant communities where everyone has access to essential services, local centres and high streets which are successful and reflective of their populations, and access to high quality culture and leisure spaces
3. We will ensure our local communities, neighbourhoods, villages, towns, cities and districts are protected and strengthened through the Places for Everyone Plan and Stockport Local Plan, with new homes delivered in line with our Zero Carbon commitments and Housing Strategy.
4. We will create a carbon neutral Greater Manchester by 2038, with better air quality and natural environment
5. We will deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike
6. We will enable the delivery of world-class smart digital infrastructure
7. We will realise the opportunities from our world-class growth and innovation assets, driven by our Local Growth Plans / Industrial Strategy to open up opportunities in all parts of the city-region
8. We will support our businesses to grow sustainably, to become as prosperous as they can be
9. We will support the creation of better jobs and good employment that has a purpose beyond growing shareholder value, utilising the opportunity to positively impact on our communities.
10. We will ensure businesses are able to access the skills and talent they need, by provision of high-quality learning and wrapping support around individuals, enabling them to realise their potential - with access to good work for those who can, support for those who could, and care for those who can't
11. We will ensure all our children and young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills
12. We will ensure digital inclusion for all, including under 25s, over 75s and disabled people online
13. We will ensure the delivery of safe, decent and affordable housing, with no one sleeping rough in Greater Manchester
14. We will tackle food and fuel poverty experienced by Greater Manchester residents
15. We will reduce health inequalities experienced by Greater Manchester residents, and drive improvements in physical and mental health

6.0 Equalities Impact, Carbon and Sustainability Assessment: (Using GMCA Decision Support Tool)

Published [September 2021](#)

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	<ul style="list-style-type: none"> • The Accord enables involvement of a range of communities of identity, experience and geography, facilitating support and advocacy for particular communities. • Key to the work of the VCSE sector under the Accord will be to enhance its ability to tackle poverty and disadvantage • The Accord will facilitate the involvement of VCSE organisations in the service reform programme and 'services for people' in localities and neighbourhoods. • The VCSE Accord will include work to increase co-design of services, support the GM Equalities Alliance and enable structures that allow communities to have a say in shaping decisions that affect them • Involvement of VCSE organisations will be key to work to support community cohesion across GM, and this will be embedded in work to deliver the Accord.
Health	G	<ul style="list-style-type: none"> • Through key VCSE-led programmes like GM Moving, also though development of structures for the GM-wide Live Well service. • The VCSE Accord will build from existing successes around VCSE-led low level mental health programmes. • Through key VCSE-led programmes like GM Moving, also though development of structures for the GM-wide Live Well service. • Through facilitation of key VCSE-led wellbeing programmes including development of structures for the GM-wide Live Well service. • Improving referral pathways and connections for support, via VCSE organisations collaborating with statutory services • The VCSE Accord will enable VCSE involvement in key healthy food programmes, and enable a support infrastructure and resilient forms of funding
Resilience and Adaptation	G	<ul style="list-style-type: none"> • The VCSE sector has an important role to play in creating environmental benefits, reducing carbon use, responding to emergencies and mitigating risks to communities. • The VCSE sector has an important role to play in the Coronavirus recovery work • The VCSE Accord describes the sector's role in supporting resilience of society and environment • A strong agreement with the VCSE sector will enable involvement in key community safety programmes such as the Violence Reduction Unit. • VCSE organisations play a significant role in enhancing and maintaining green and blue space in GM.

Housing	G	<ul style="list-style-type: none"> • The VCSE Accord will build from strong experience around the Homeless Action Network, for example • Through the VCSE-led community homes programme • Through community ownership and management of redundant and underused buildings and public spaces
Economy	G	<ul style="list-style-type: none"> • The VCSE Accord contains a commitment around making a more inclusive and social economy • The VCSE Accord contains a commitment around improvement of workforce capacity and capability, also seeking for the sector to have 100% employees paid the Real Living Wage • The VCSE Accord contains a commitment around improvement of workforce capacity and capability, also seeking for the sector to have 100% employees paid the Real Living Wage • The Accord will include work to support social enterprises and other social economy organisations to thrive • VCSE organisations play a key role in social innovation activities • The VCSE sector can lever in funds from charitable funders, social investors and other philanthropic givers. • VCSE organisations play a key role in community learning programmes that wrap around statutory provision
Mobility and Connectivity	G	<ul style="list-style-type: none"> • Focus in the VCSE Accord on accessible services, facilitating the hearing of lived experience from communities and co-design of infrastructure • VCSE organisations play a role providing low carbon transport schemes • Focus in the VCSE Accord on accessible services, facilitating the hearing of lived experience from communities and co-design of infrastructure
Carbon, Nature and Environment	G	<ul style="list-style-type: none"> • Potential short term positive impacts on biodiversity
Consumption and Production	G	<ul style="list-style-type: none"> • VCSE organisations make commitments to reduce waste in their activities • VCSE organisations make commitments to increase reuse and recycling in their activities
Contribution to achieving the GM Carbon Neutral 2038 target		<p>The UK Government are interested in bids which are particularly strong on the need for UKCRF projects to demonstrate a contribution to national net zero and carbon reduction ambitions and this forms a key part of the UKG's assessment criteria. GM priorities should contribute to our carbon neutrality and environmental objectives. We would welcome projects which are innovative, inclusive and support the accelerated delivery of the GM 5 Year Environment Plan, particularly projects that contribute to our aim to achieve carbon neutrality by 2038 and enhance GM's natural capital. Such proposals will aim to support:</p> <p>greater energy efficiency,</p>

	<p>more low carbon energy generation & storage,</p> <p>clean technology innovation,</p> <p>increased recycling rates</p> <p>reduced emissions from transport,</p> <p>improved adaptation to climate change impacts,</p> <p>increased biodiversity and</p> <p>improved air, water and land quality.</p> <p>This could include business support, feasibility studies for smart future low carbon infrastructure and retrofit investment (all building types), green skills development and/or behavioural change.</p>
Further Assessment(s)	Equalities Impact Assessment and Carbon Assessment

Table Key

G = Positive impacts overall, whether long or short term.

Carbon Assessment

	Result	Justification/Mitigation
Buildings		
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	G	
Roads, Parking and Vehicle Access	N/A	This may result through implementation of the Accord
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land Use	N/A	
Overall Score	G	

Table Key

G = High standard in terms of practice and awareness on carbon.

N/A = No associated carbon impacts expected.