



**Salford CVS**  
making a difference in Salford



# Strategic Plan 2018 - 2023

# Introduction

## The history of Salford CVS

Salford Council for Voluntary Services was established in Salford in 1973.

Originally operating as a co-operative, the structure began to change in 2001 when it appointed its first Coordinator, closely followed in 2002 with its first Chief Executive Officer. The organisation was incorporated as a Company Limited by Guarantee in 1985 and registered as a Charity in 1988. In 2008 the organisation was renamed **Salford Community and Voluntary Services (Salford CVS)**.

Salford CVS is the city-wide infrastructure organisation for the voluntary, community and social enterprise sector; providing specialist information, advice, development support and opportunities for influence and collaboration. We provide support for organisations to establish and develop including providing training for their staff, volunteers and trustees. Via our Volunteer Centre we provide support for individuals who want to volunteer and assistance for organisations with developing their volunteering programmes.

Salford CVS operates within a wider framework in terms of our membership of NAVCA, NCVO and Social Enterprise UK nationally and our membership of 10GM and GMCVO at city-region level.

Salford CVS has a proud history of making a difference in Salford for over 40 years. We are a well-respected partner in this city and have excellent relationships with both VCSE and public sector organisations. We are financially stable with a clear business plan and a highly skilled, motivated staff team and board of trustees. As a membership organisation we work hard to address the needs and represent the interests of our hundreds of Voluntary, Community and Social Enterprise (VCSE) member organisations.

**This Strategic Plan summarises our Mission, Vision, Values and Work Priorities for the period 2018 - 2023.**

# 1973

Salford Council for Voluntary Services was established as a co-op

# 1988

Registered as a Charity

# 2002

First Chief Executive Officer appointed

# 2008

Renamed Salford Community and Voluntary Services (Salford CVS)

# TODAY

Continuing to make a difference in Salford

# Mission, Vision & Values

## MISSION

Making a Difference in Salford

## VISION

A robust voluntary, community and social enterprise sector that meets the diverse needs and aspirations of the people of Salford

## VALUES

Values	Commitments
<b>MAKING A DIFFERENCE through:</b>	
<b>PASSION</b>	Passionate about the Voluntary, Community and Social Enterprise Sector
<b>INNOVATION</b>	Innovative in our approach
<b>QUALITY</b>	Quality at the heart of all our activities
<b>COOPERATION</b>	Stronger when we work cooperatively with others to achieve our vision
<b>DIVERSITY</b>	Celebrating diversity and promoting equality in Salford
<b>IMPACT</b>	Demonstrating impact and making a difference every time

## CHARITABLE OBJECTS

1. To promote any charitable purposes for the benefit of the public principally but not exclusively in the local government area of Salford and its environs (area of benefit) and in particular to build the capacity of third sector organisations and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose.
2. To promote, organise and facilitate co-operation and partnership working between third sector, statutory and other relevant bodies in the achievement of the above purposes within the area of benefit.



# Who We Are

As a membership organisation, Salford CVS' key relationships lie with its member organisations and with the wider VCSE sector in Salford – which comprises 1,516 voluntary, community and social enterprise organisations (Salford State of the VCSE Sector 2017, Sheffield Hallam University).



**VCSE organisations making a difference in Salford**

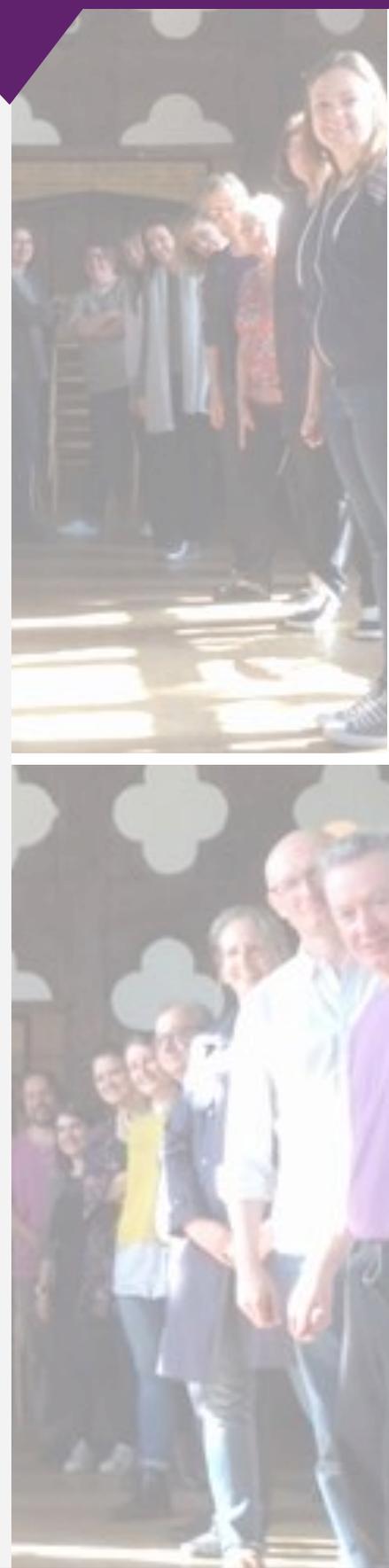
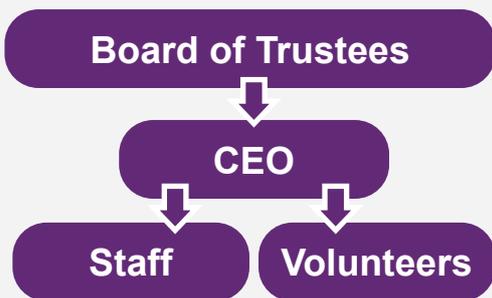


Salford CVS currently has in the region of 700 members – all of whom are organisations from the voluntary, community and social enterprise sector in Salford.



The organisation is governed by a Board of Trustees who are elected by members at our annual general meeting. The Board comprises people who predominantly live and / or work in Salford and who have relevant skills and experience to share.

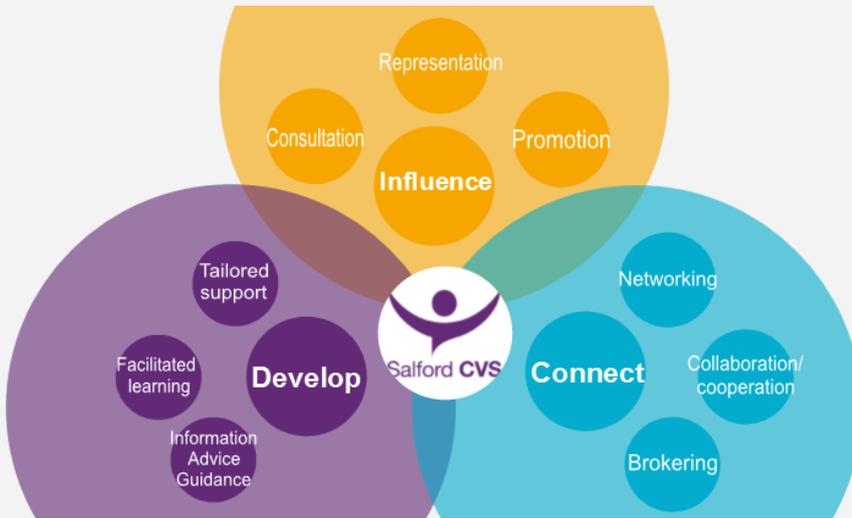
Each year the elected Board appoints a Chair, Vice Chair and Treasurer from amongst its Trustee team.



# What We Do

There are three main strands to the work of Salford CVS:

**To INFLUENCE      To CONNECT      To DEVELOP**



## VOICE AND INFLUENCE

**Strategic Partnerships** – e.g. Health & Wellbeing, Skills & Work, Children’s Trust, Safeguarding Boards, Community Safety, etc.

**VOCAL Forums** – Leaders; Wellbeing, Health & Care; Children, Young People and Families; Community Safety; Skills, Work and Poverty; Green & Environmental

**Strategic Workshops** – e.g. Tackling Poverty, Housing and Homelessness, Digital, Greening Salford, Place & Assets, Mental Health

## DEVELOPMENT SUPPORT

**1:2:1 IAG, group support, training courses** – Governance, Finance and Funding, Strategic and Business Planning, Impact Tools / Social Value, Equalities, Safeguarding, Data Protection, Using Data and Stats, Social Media, Campaigning and much more...



## VOLUNTEER CENTRE

Volunteering Brokerage, Good Practice Support, Training, Strategic Development, Campaigning, Recognition, Volunteer Wellbeing Champions Programme and much more...



# What We Do

## GRANTS AND INVESTMENTS

We manage and administer a wide range of small grants and investments, such as:

NHS Salford CCG supported Third Sector Fund grants; Salford City Council's Short Break Care and Hate Crime grants; Ambition for Ageing investments; GM Mental Health Trust's Asset Recovery Fund

### THE IMPACT OF THE SALFORD THIRD SECTOR FUND GRANTS PROGRAMME



## BACKROOM SERVICES

**Finances** – Book-Keeping, Management Accounts, Independent Examinations, Payroll, Holding Accounts

**Administration** – Printing and copying, minute-taking

**Compliance** – DBS checks and advice, help with auto-enrollment (pensions), GDPR (data protection) information and training

**Other services** – Postal Address Service, Consultancy Services

## PARTNERSHIPS, including

[Salford 4 Good](#)

[Salford Third Sector Consortium](#)

[Salford Social Enterprise City](#)

[Salford Social Value Alliance](#)

[Little Hulton Big Local](#)

[10GM partners](#)



# The Sector in Salford

## Salford State of the VCSE Sector 2017 report

In 2016 Salford CVS once again led a piece of work across Greater Manchester to ascertain how the VCSE sector was doing – in terms of income, activity, staff and volunteering, relationships, and so on. Working with colleagues from 10GM and GMCVO we created a comprehensive survey, which we then asked a wide range of voluntary organisations / charities, community groups and social enterprises to complete. We then recommissioned Sheffield Hallam University's Centre for Regional Economic and Social Research (CRESR) to analyse and summarise the findings. We also conducted some focus groups in person in order to delve further. In June 2017 the GM and locality reports were launched, including the Salford report.

Some of the Salford key facts we identified from the research:

- 1,513 voluntary organisations, community groups and social enterprises making a difference in Salford – making 2.4m interventions p.a.
- 69% are micro organisations (annual income under £10k)
- 14% identify as being a social enterprise
- £165m total income of the sector (2014/15)
- 43% have less than 3 months running costs in reserve
- 5,300 paid employees in the sector (3,500 fte)
- 46,800 volunteers giving 115,400 hours p.w., valued at £104.4m p.a.

## Salford VCSE Manifesto 2016 - 2021

Also in 2016 Salford's VOCAL VCSE Leaders Forum members developed a Manifesto for the VCSE sector in Salford.

This manifesto featured 6 'asks' for our public sector colleagues, known as the 6 Pillars: INVOLVE, INCLUDE, COLLABORATE, VALUE, INVEST, END POVERTY.

The Manifesto was refreshed in 2017 and stands now as a 5-year 'ask'.

## **Salford VCSE Strategy 2018 – 2021**

2017 saw Salford CVS working with VCSE colleagues from the VOCAL VCSE Leaders Forum alongside colleagues from Salford City Council and NHS Salford CCG to draft a response to this Manifesto, which became a VCSE Strategy for Salford.

This 3-year strategy and its associated action plan provides a response and way forward in relation to each of the 6 Pillars and will be launched in summer 2018.



# The Future

The next five years are likely to bring yet more challenges - for Salford CVS; for the wider voluntary, community and social enterprise sector; for the city of Salford as a whole; and ultimately for its residents.

Whilst we haven't got a crystal ball, the factors that will influence our work over the next five years are likely to include:

- Impact of continued austerity - including probable further cuts to local government budgets
- Roll-out of more cuts to social security benefits ("welfare reform")
- Brexit and the aftermath of leaving the European Union
- A general election
- Changes and challenges in health and social care
- The way 'services' are commissioned by the public sector
- The changing demographics of Salford
- Implementation of Greater Manchester Devolution
- Growth (in Salford and across GM) - will it be inclusive or exclusive?
- The housing crisis - ensuring enough social and affordable housing exists
- Securing good employment opportunities for local people (including the accredited Living Wage)
- Northern Powerhouse - opportunity for transformation or white elephant?
- Transport and infrastructure - fit for the 21st Century

In 2017/18 Salford CVS fully reviewed its strategic priorities with a wide range of stakeholders in order to ensure they were demand responsive and fit for purpose as we go forward.

Over the next 5 years Salford CVS will continue to work in partnership across the sectors - VCSE, public and private - to get the best deal for local people.

This will include seeking appropriate resources for all segments of our diverse voluntary, community and social enterprise sector. We'll continue to advocate around the value of volunteering and promote social value and the Salford *10% Better* campaign. We'll keep making the case for the VCSE sector to be recognised as a key strategic player and a key delivery player in this city. We'll be ensuring implementation of the Salford VCSE Strategy is meaningful and transformational and that the new Health & Social Care MoU leads to an enhanced role for our sector in supporting person and community-centred approaches to wellbeing, health and care. As a charity, tackling poverty will remain at the heart of all that we do.



# Strategic Priorities

In 2017/18 Salford CVS fully reviewed its strategic priorities, which are summarised below:

THEME	WORK STRANDS		
INVESTMENT	Funding / Fundraising	Contracts / Commissioning	Trading
VOICE	Representation	Influencing	Campaigning
SHARE	Resources	Information	Collaboration
VOLUNTEER	Governance	Good Practice	Brokerage
COMMUNITY	Poverty	Inequality	Wellbeing
IMPACT	Compliance	Quality	Social Value

## Strategic Priorities

As you can see above, we have decided to focus on 6 distinct themed areas of work as our strategic priorities in the years 2018 – 2023.

These themes have emerged from feedback gleaned from our VCSE sector colleagues, including current users of our existing services; via the VOCAL VCSE Forums we facilitate; from our strategic work with key partners from across sectors in both Salford and Greater Manchester; from reviewing other key strategies such as Salford’s Locality Plan, Tackling Poverty Strategy, Employment and Skills Strategy, Volunteering Strategy, and so on; from our work as core members of Salford Social Value Alliance and Salford Social Enterprise City; and last but not least, utilising intelligence gleaned from our own staff and trustees.

Each themed area has 3 strands of work against which we will deliver our services. These 18 work strands will form our annual operational plan, against which we will report our achievements and impact in our annual report and at our public AGM. These will be reviewed annually.



# Get In Touch

## ADDRESS

Salford CVS's registered office is:  
The Old Town Hall  
5 Irwell Place  
Eccles  
Salford  
M30 0FN

## PHONE

0161 787 7795

## EMAIL

office@salfordcvs.co.uk

## SOCIAL MEDIA

Twitter:

@SalfordCVS / @CEOSalfordCVS @DTeamSalfordCVS /  
@VCSalford1

Facebook:

Salford CVS / Volunteer Centre Salford - official

## WEBSITE

www.salfordcvs.co.uk



NAVCA  
Quality  
Award



Working to become  
**Dementia  
Friendly**  
2016-2017



A joint venture to  
support the local VCSE  
in the ten boroughs of  
Greater Manchester



navca  
local focus national voice



Registered Charity: 519361

Company Limited by Guarantee: 01948293

