



**Salford CVS**  
making a difference in Salford

# VCSE Conference 'Brave New World?'

5<sup>th</sup> February 2015

AJ Bell Stadium



*Celebrating 40 years of  
making a difference in Salford*

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# **Introduction from the Chair**

**Alison Page**  
**Chief Executive**  
**Salford CVS**



- Welcome
- Housekeeping - fire exits, mobile phones, loos, timekeeping, front information desk
- Photography
- CVS staff in purple t-shirts - here to help
- Information packs – including agenda, delegate list, workshop choices
- Evaluation forms / E.O. forms
- How the day will work...



## Salford CVS

- Established in Salford in 1973
- The city-wide infrastructure organisation for the voluntary, community and social enterprise sector
- Provides specialist information, advice, development support and opportunities for influence and collaboration



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## 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

**MAKING A DIFFERENCE** through:

**PASSION**

**INNOVATION**

**QUALITY**

**COOPERATION**

**DIVERSITY**

**IMPACT**

### COMMITMENTS

Passionate about the Voluntary, Community & Social Enterprise Sector

Innovative in our approach

Quality at the heart of all our activities

Stronger when we work cooperatively with others to achieve our vision

Celebrating diversity and promoting equality in Salford

Demonstrating impact and making a difference every time



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# Strategic Priorities 2013 – 2018

## Strategic Priority

## Work Strands

<b>MONEY</b>	<b>Grants</b>	<b>Contracts</b>	<b>Fundraising</b>
<b>VOICE</b>	<b>Representation</b>	<b>Influence</b>	<b>Campaign</b>
<b>SHARE</b>	<b>Resources</b>	<b>Information</b>	<b>Collaboration</b>
<b>VOLUNTEER</b>	<b>Governance</b>	<b>Good Practice</b>	<b>Direct Services</b>
<b>COMMUNITY</b>	<b>Poverty</b>	<b>Inequality</b>	<b>Welfare Reform</b>
<b>IMPACT</b>	<b>Compliance</b>	<b>Quality</b>	<b>Demonstrating Value</b>

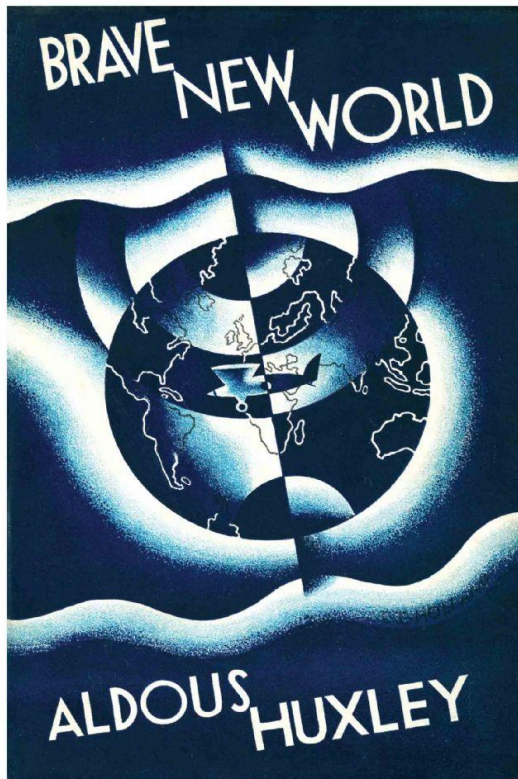


## Purpose of the conference

- A chance to find out about emerging issues and potential solutions for the VCSE sector in Salford
- An opportunity to network and meet others
- A space to explore new ideas and collaborations
- SWAP, SHOP, SHARE – creating an internal market



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“One believes things because one has been conditioned to believe them.”

“No social stability without individual stability.”

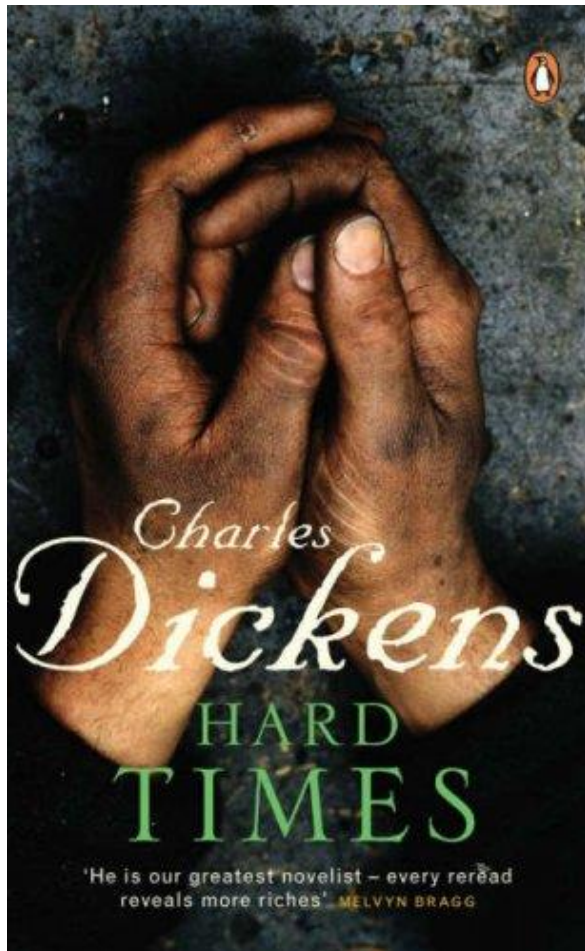
“Most human beings have an almost infinite capacity for taking things for granted.”

“Never put off till tomorrow the fun you can have today.”





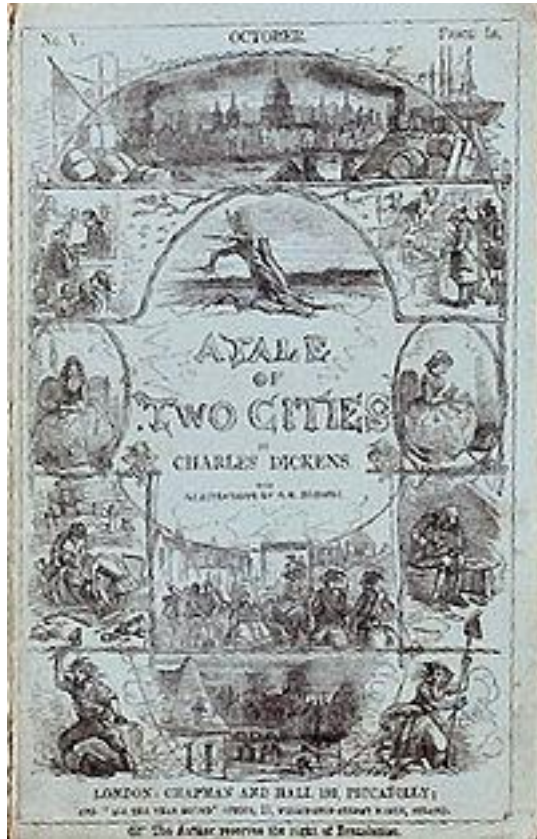
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“It was a fundamental principle of the Gradgrind philosophy that everything was to be paid for. Nobody was ever on any account to give anybody anything, or render anybody help without purchase. Gratitude was to be abolished, and the virtues springing from it were not to be. Every inch of the existence of mankind, from birth to death, was to be a bargain across a counter. And if we didn’t get to Heaven that way, it was not a politico-economical place, and we had no business there.”



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“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of light, it was the season of darkness, it was the spring of hope, it was the winter of despair.”



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## Challenges...

- Austerity
- Public service reform
- Dismantling of Local Government
- Grants to Contracts to more Cuts
- DevoManc
- The Big Society
- Localism Act
- Welfare Reform
- Personalisation
- The rise of the super contract –  
Work Programme, Transforming Rehabilitation





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## Potential solutions?

- Alternative sources of ££
- Collaboration
- Communities as Assets
- Volunteering
- Social Value
- Demonstrating Impact
- Enterprise and Innovation





## Finally...

- Enjoy the day
- Tell us what you think
- Thank you to all our speakers, workshop presenters, facilitators and the whole CVS staff team; and to you for attending...

Now I'd like to introduce our plenary speakers this morning:

- Julian Corner, Lankelly Chase Foundation
- Matthew Jackson, Centre for Local Economic Strategies



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**Julian Corner**

**CEO**

**Lankelly Chase Foundation**

*‘Communities as Assets’*



# Julian Corner



**@juliancorner**

**@lankellychase**

[www.lankellychase.org.uk](http://www.lankellychase.org.uk)

# LankellyChase

LankellyChase Foundation works to bring about change that will transform the quality of life of people who face severe and multiple disadvantage.

We focus on the persistent clustering of social harms such as homelessness, substance misuse, mental and physical illness, extreme poverty, and violence and abuse.



# Hard Edges – mapping multiple disadvantage in England

Overlap of SMD disadvantage domains, England, 2010/11



© LankellyChase Foundation, 2015

# What does policy want?

## ***Autumn Statement 2014***

“Further integration of services will be delivered by developing and extending the principles underpinning the Troubled Families programme approach to other groups of people with multiple needs”.

## ***Bolder, Braver and Better, Service Transformation Challenge Panel***

“people are the focus of delivery”

“outcomes for people take priority”

“frequent users of public services are encouraged to make better choices”

“multi-agency provision of services ... are the norm”

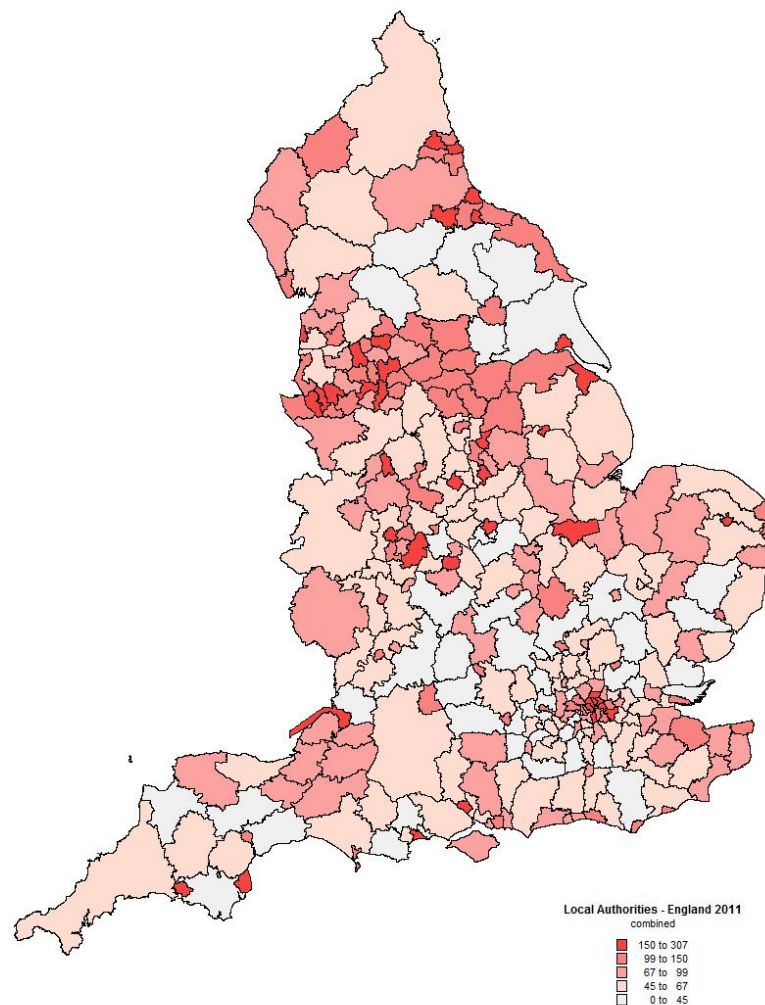
# Six reform principles

- i. **Target priority groups >>**

# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas

# Prevalence of severe and multiple disadvantage



# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas
- ii. **Services led by needs assessment >>**

# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas
- ii. **Services led by needs assessment >>** self-definition of need
- iii. **Thresholds manage demand for services >>**

# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas
- ii. **Services led by needs assessment >>** self-definition of need
- iii. **Thresholds manage demand for services >>** demand (or people) led services
- iv. **Focus on scalable ideas >>**



# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas
- ii. **Services led by needs assessment >>** self-definition of need
- iii. **Thresholds manage demand for services >>** demand (or people) led services
- iv. **Focus on scalable ideas >>** scale conditions of success
- v. **Intervene earlier >>**

# Childhood background of people facing severe and multiple disadvantage

Background Experiences	SMD1	SMD2	SMD3
<b>Childhood</b>			
In care	6.5%	17.4%	17.8%
Homeless family	3.7%	9.7%	13.7%
Left home < 16	4.5%	12.9%	16.3%
Left home > 16–17	18.6%	28.2%	30.7%
Ran away	10.3%	28.3%	41.9%
Starved	12.7%	9.5%	17.3%
Abused	9.5%	22.4%	24.3%
Neglected	4.8%	15.1%	17.9%
Parent(s) violent	13.1%	27.9%	29.3%
Parent(s) drug/alcohol	9.1%	19.9%	29.0%
Parent mentally ill	5.0%	16.6%	16.9%
Not get on with family	19.4%	31.7%	29.5%
None of the above	43.3%	24.4%	15.2%
<b>Education</b>			
No qualifications	26.5%	34.5%	45.2%
Dyslexic	6.9%	11.6%	16.4%
Other learning difficulty	6.8%	14.0%	14.6%
Truanted	16.6%	47.3%	59.1%
Suspended	10.3%	25.7%	46.8%
Bullied	13.3%	21.6%	24.5%

# Six reform principles

- i. **Target priority groups >>** progressive services concentrated in high need areas
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- v. **Intervene earlier** >> Find out why people avoid services
- vi. **Effectiveness determined by outcomes** >>

# Six reform principles

- i. **Target priority groups** >> progressive services concentrated in high need areas
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- iv. **Focus on scaleable ideas** >> scale conditions of success
- v. **Intervene earlier** >> Find out why people avoid services
- vi. **Effectiveness determined by outcomes** >> accountability to person



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**Matthew Jackson**

**Deputy CEO**

**Centre for Local Economic  
Strategies (CLES)**

*‘GM Devolution and what it means for  
the VCSE sector’*

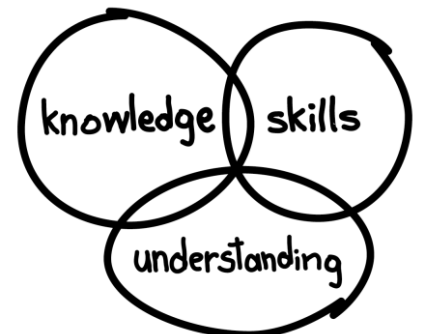


# Centre for Local Economic Strategies

**Devo Manc: the role of the voluntary and community sector**

**5<sup>th</sup> February 2015, Salford**

**Matthew Jackson, Deputy Chief Executive**

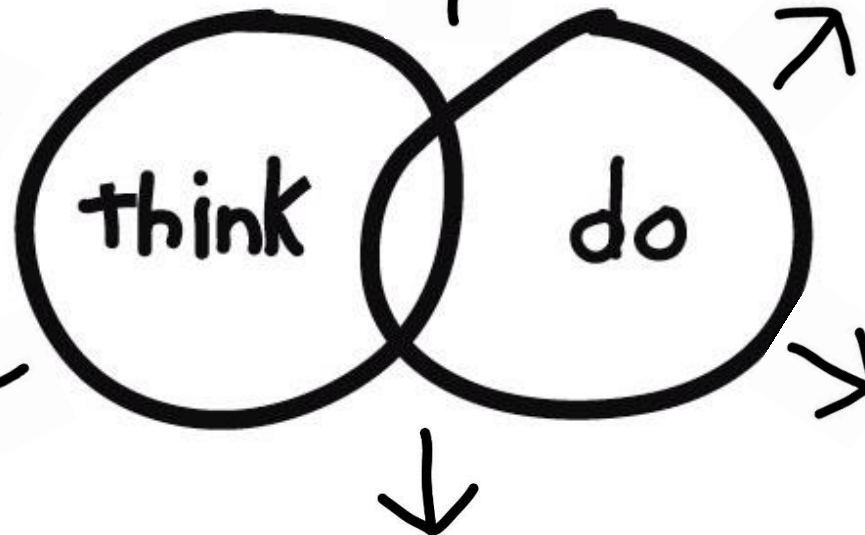




Centre for Local Economic Strategies

Leading UK member  
and research  
organisation

Action on  
Ground, Policy,  
Consultancy



Independent  
and a charity

Economic AND  
social growth

Planners,  
Geographers,  
Economists

**NewStart**

The Magazine for Making Better Places



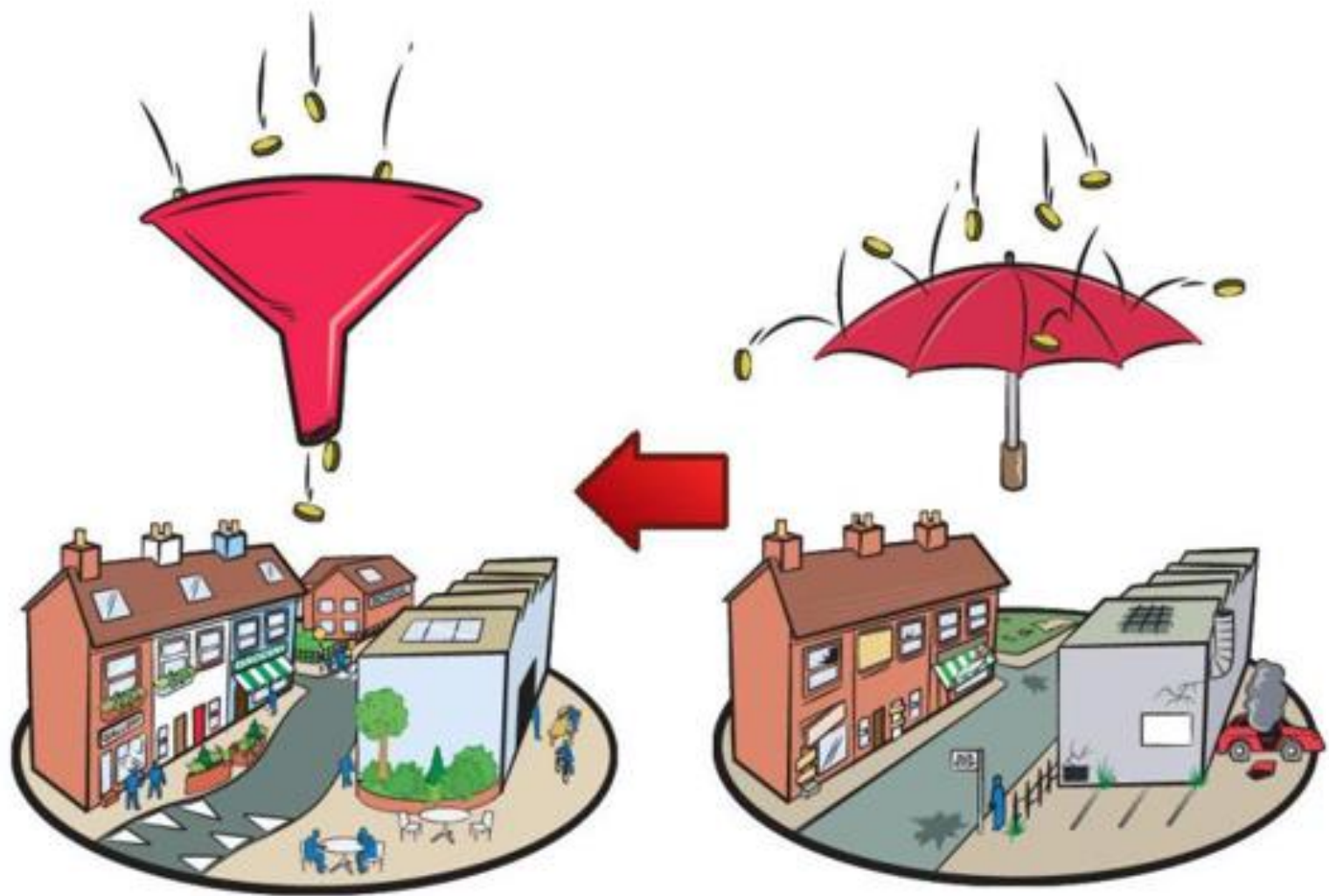


Illustration by Rory Seafood of The Creative Element,  
[www.pluggingtheleaks.org/resources/plm\\_ptl\\_images.htm](http://www.pluggingtheleaks.org/resources/plm_ptl_images.htm)



# Urban and economic policy over last 30 years

- Urban Development Corporations
- City Challenge
- Single Regeneration Budget
- Regional Development Agencies
- National Strategy for Neighbourhood Renewal
- Local Strategic Partnership and Local Area Agreements
- City Regions
- Working Neighbourhoods Fund
- Enterprise Zones and Regional Growth Fund
- Local Enterprise Partnerships



# How urban and economic policy has operated

- Economic growth will benefit all



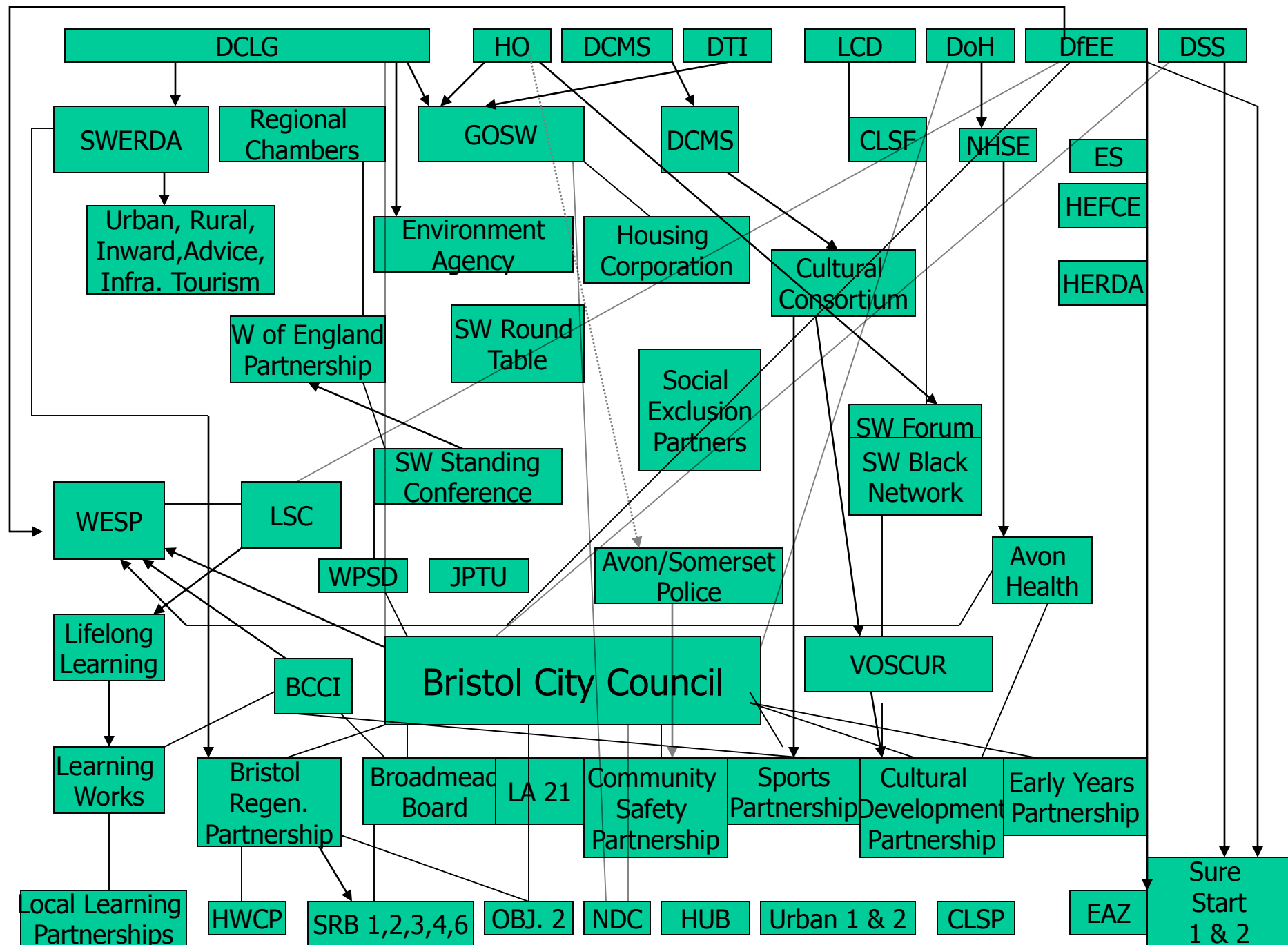


# How urban and economic policy has operated

- Partnership working leads to better policy



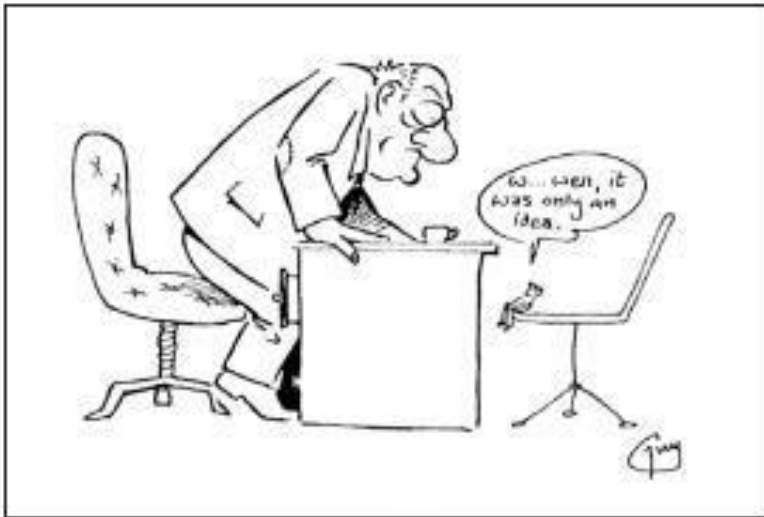
*Bring back our broker!*





# How urban and economic policy has operated

- The centre and local can work together



*Equity?*



*Mutual benefit?*





# The role of the voluntary and community sector historically

- Deliverers of projects through grants
- A seat at the LSP table
- Engagement in public services if deliver outputs
- Good sub-contractors with local knowledge and a 'cheap' option
- Empowerers of communities to engage in regeneration



# The need for devolution

- The UK is the most centralised state in the liberal world

## CENTRALISATION OF UK TAX AND SPENDING

Tax set at each level of government as a % of GDP	LOCAL GOVT	STATE/ REGIONAL GOVT	LOCAL + STATE/ REGIONAL	CENTRAL GOVT	SOCIAL SECURITY	TOTAL
Canada	2.9	12.3	15.2	12.9	2.9	30.7
France	6.0	0.0	6.0	14.9	24.3	45.3
Germany	3.1	8.1	11.2	11.8	14.4	37.6
Italy	7.4	0.0	7.4	23.4	13.5	44.4
Spain	3.2	10.6	13.8	7.4	11.6	32.9
Sweden	16.2	0.0	16.2	22.3	5.7	44.3
United Kingdom	1.7	0.0	0.0	26.6	6.8	35.2
United States	3.7	4.9	8.6	10.3	5.4	24.3
OECD (2011)	3.9	5.2	9.1	20.3	8.4	34.1

All figures related to 2012, except the OECD totals which are for 2011. Source: Travers, Prof. T. for the LGA (2012),<sup>42</sup> data from the OECD.<sup>43</sup>





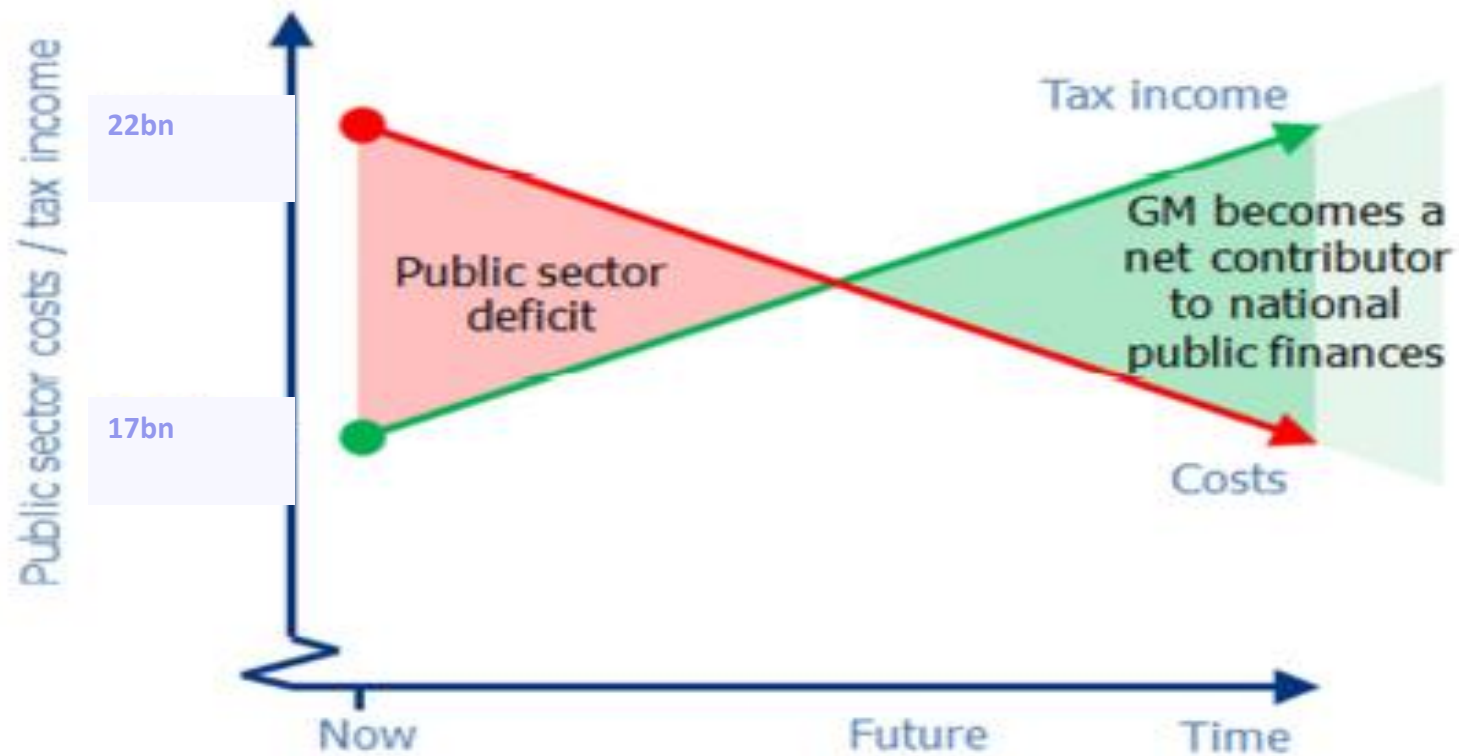
# The need for devolution

- London extracts wealth and talent from the rest of the country
- The Scots started something by challenging the orthodoxy
- There is growing inequality
- City regions have greater economic potential than some of the devolved nations but less power
- Partners in place don't work well together or pool resource



# Devo Manc: why does it matter?

- Greater Manchester has a deficit





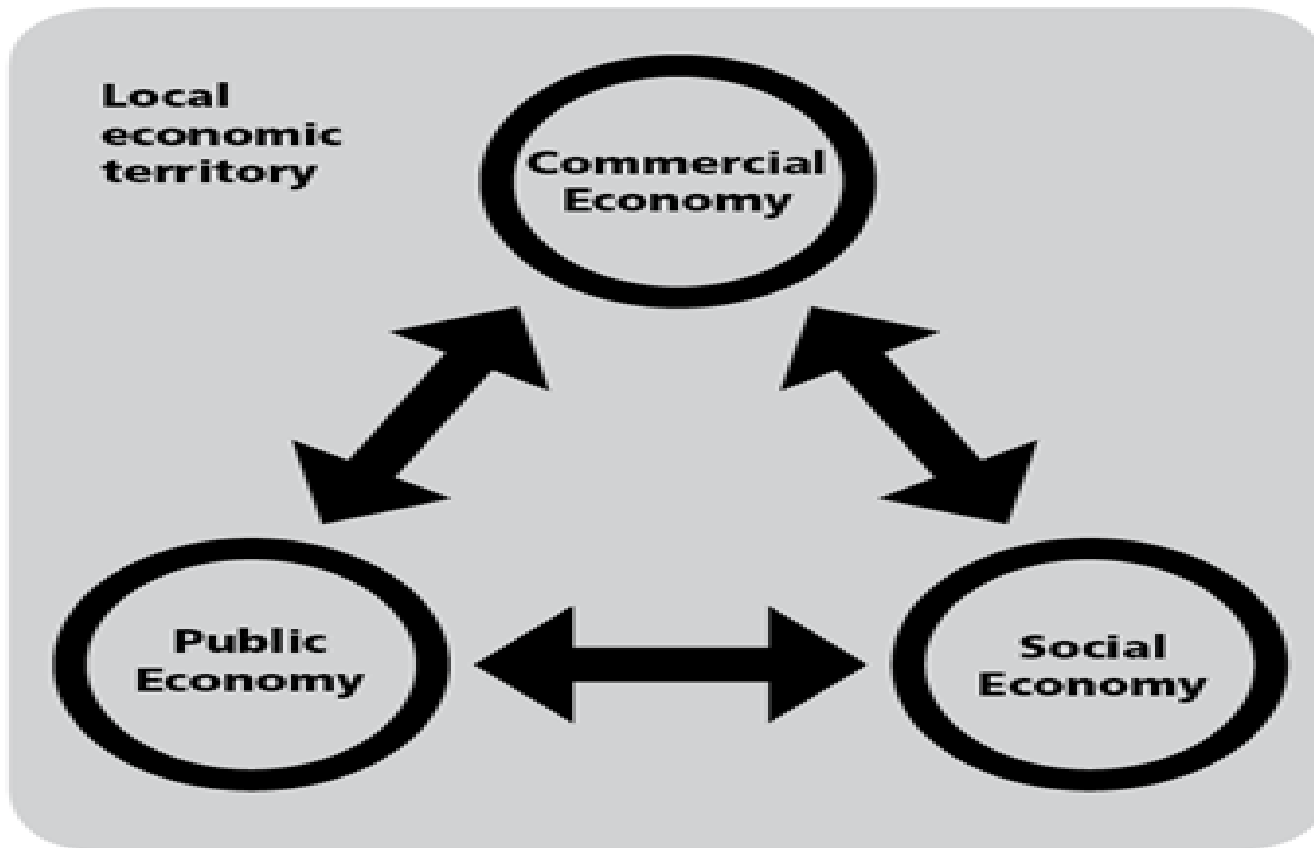
# Devo Manc: what powers do we get?

- Around about £1bn of powers
  - Power over devolved transport budget
  - Power over bus services
  - Strategic planning powers for city region
  - Control of £300m of housing investment fund
  - Responsibility for business support budgets
  - Control of apprenticeship grant
  - Joint commissioning of work programme
  - Integration of health and social care across GM
  - AN ELECTED MAYOR



**For Devo Manc to work we  
need.....**

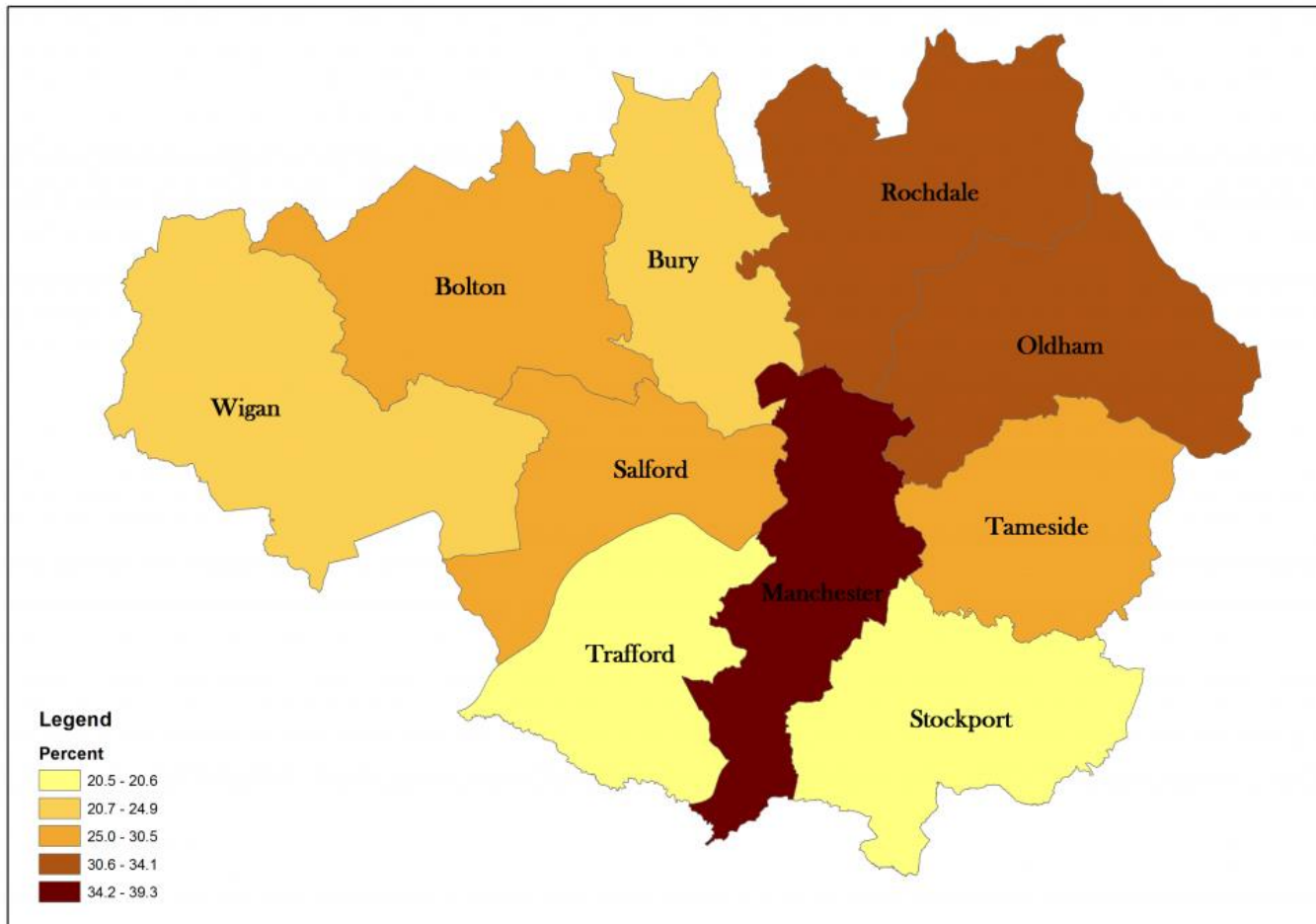
- o A new relationship within place





# For Devo Manc to work we need.....

## ○ A local double dividend





# For Devo Manc to work we need.....

- Torrent down economics

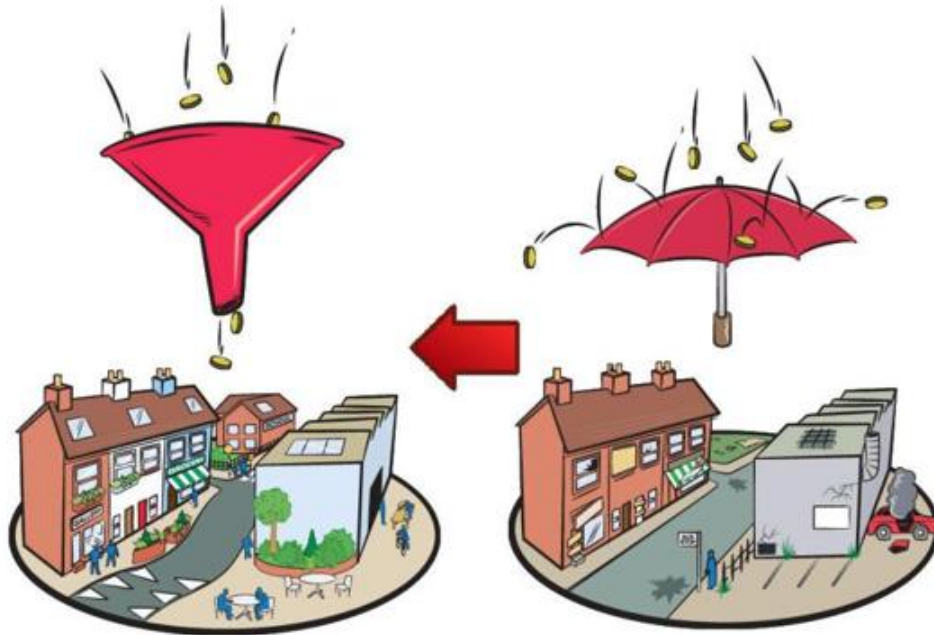


Illustration by Rory Seaford of The Creative Element,  
[www.pluggingtheleaks.org/resources/plm\\_ptl\\_images.htm](http://www.pluggingtheleaks.org/resources/plm_ptl_images.htm)



# The role of the voluntary and community sector in Devo Manc

- Get to the strategic table (GMCVO and local infrastructure)
- Co-design activities with strategists and communities
- Demonstrate examples of economic value of sector
- Challenge the orthodoxy – previous approaches have not worked
- Influence and engage with the policy makers
- Promote the local – this cannot be dominated by 'Manchester'
- IT IS NOT THE SILVER BULLET – CONTINUE TO DELIVER ON THE GROUND ACTIVITIES IN COMMUNITIES



# Contact

- [matthewjackson@cles.org.uk](mailto:matthewjackson@cles.org.uk)
- [@mattjackson170](#)
- [0161 236 7036](tel:01612367036)





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# Q&A session





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# Tea Break





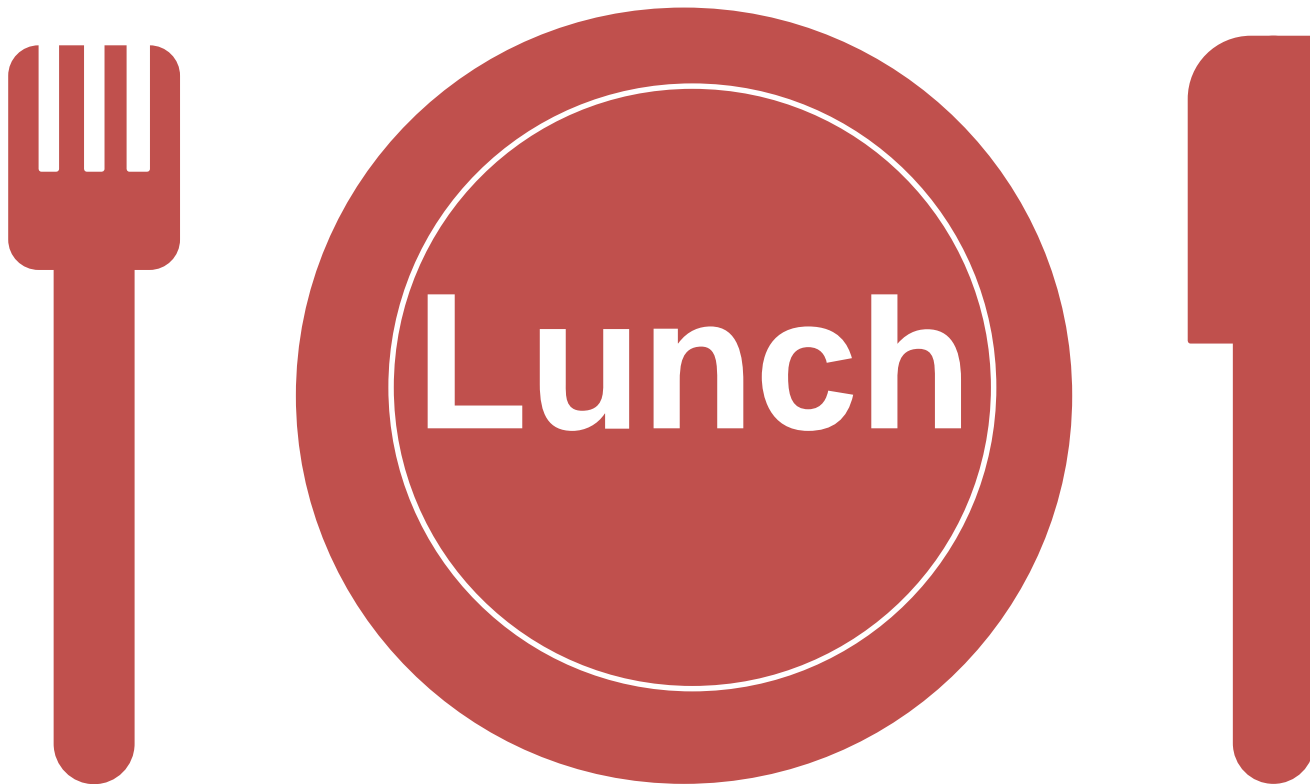
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# **Workshops – strand 1: ‘Hard Times’**

The continuing impact of austerity on Salford's communities – how can the sector respond?



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# **Workshops – strand 2: ‘A Tale of 2 Cities’**

DevoManc: challenges and opportunities.



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# **Introduction from the Chair**

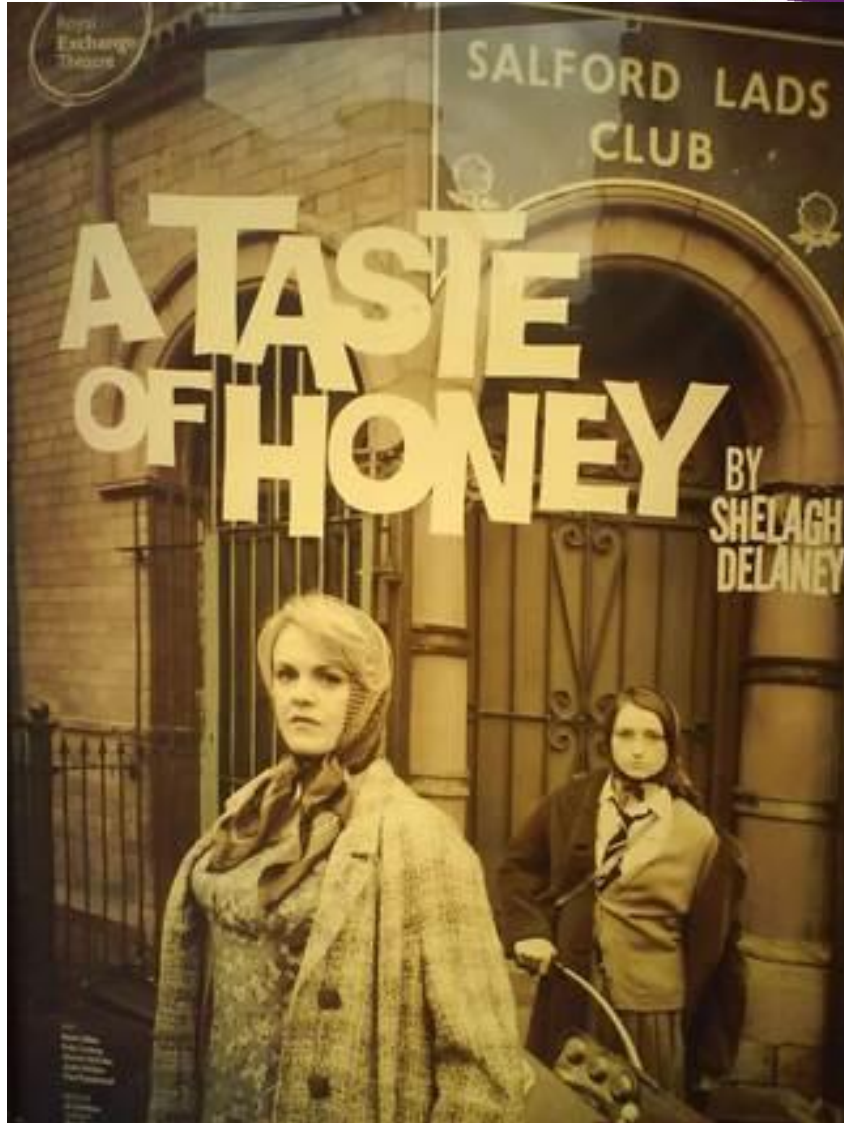
**Louise Murray**

**Deputy CEO**

**Salford CVS**



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"the antithesis of London's 'angry young men'. She knows what she is angry about."  
Gerry Raffles

"I had strong ideas about what I wanted to see in the theatre. We used to object to plays where the factory workers came cap in hand and call the boss 'sir'. Usually North Country people are shown as gormless, whereas in actual fact, they are very alive and cynical."

Shelagh Delaney



# Salford's Taste of Honey 2015

- Challenging and creative voluntary and community responses to poverty, inequality and social needs
- In 2011-12 1,364 community and voluntary organisations, co-ops and social enterprises
- Responses for the community led by the community
- In 2011-12 37,000 volunteers & 5,300 employees
- Collaboration and networking: across sector; with public sector; with commercial business
- Resources to support these needs: grants, contracts, fundraising, social enterprise
- Evidencing our impact in Salford: Social Value





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**Kathy Evans**

**CEO**

**Children England**

*‘Declaration of Interdependence’*

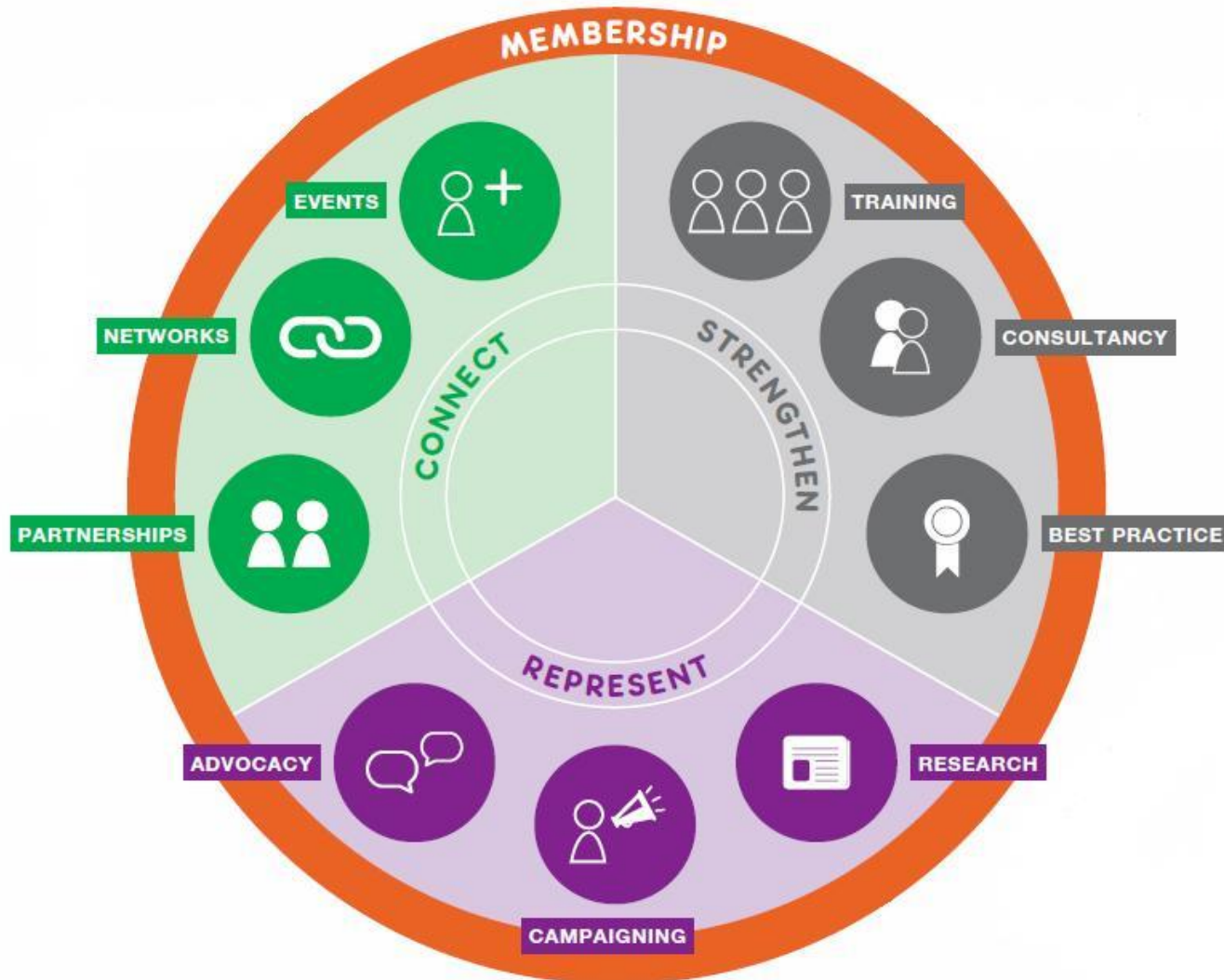
## Forging a Collaborative future for Serving Children, Young People And Families

Kathy Evans

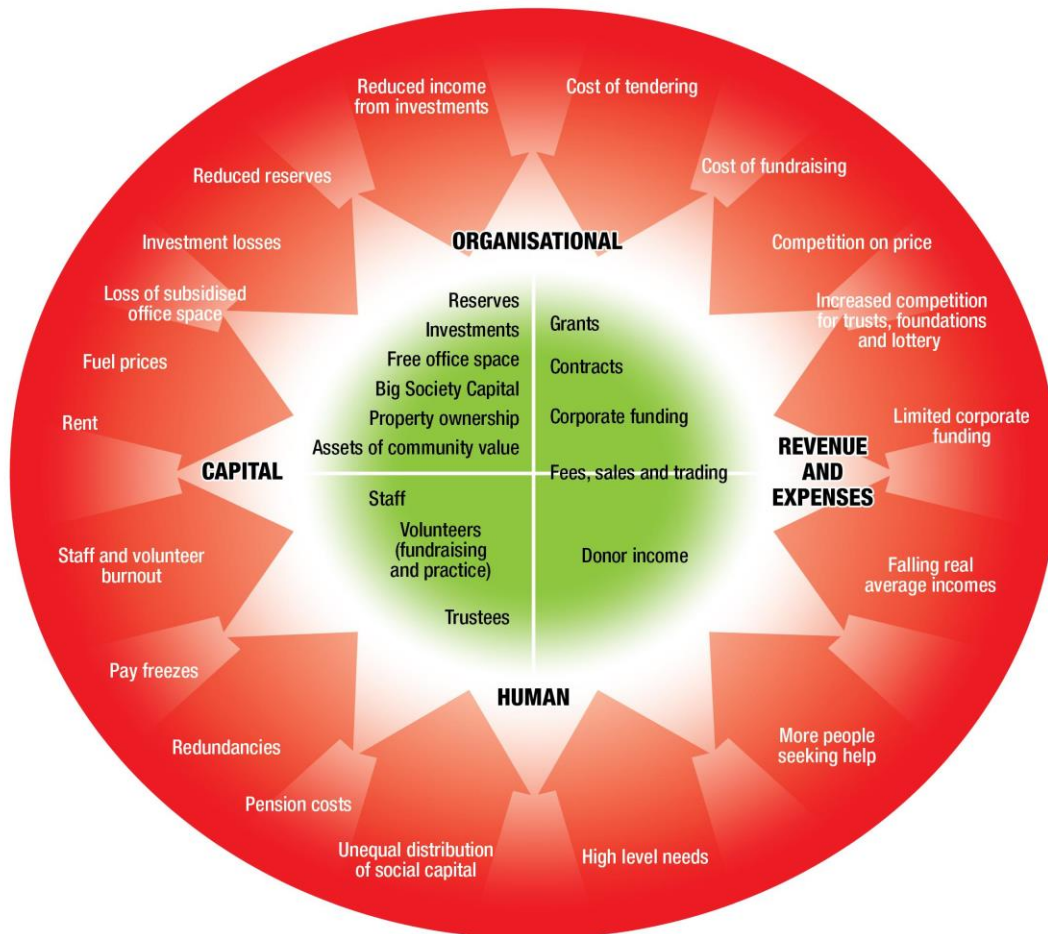
CEO

[kathy@childrenengland.org.uk](mailto:kathy@childrenengland.org.uk)

# What Children England Does



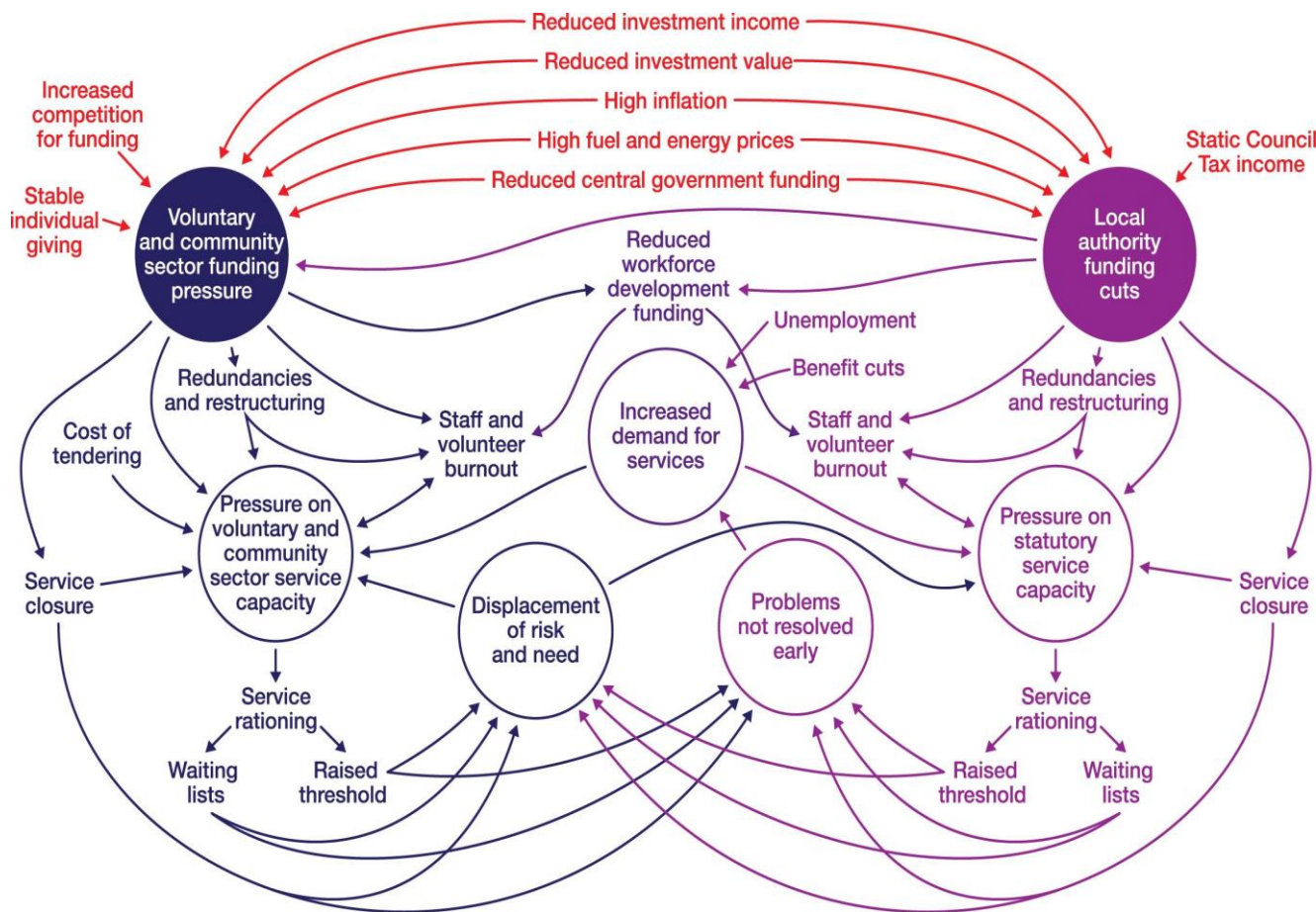
# Business Storms in the Voluntary and Community Sector



## *Severe simultaneous pressures on all areas of VCS business models*

- Increasing fuel bills, high price inflation, pension costs.
- Public grant-giving diminishing; competition for all funds high
- Do more for less while it costs more to get less
- Donation income relatively resilient
- Salary cuts and workforce reductions highest of all 3 sectors
- Increasing service demand from children, young people and families is reported right across both VCS and statutory services.
- Organisational strength substantially weakened by investment and asset value losses and continuing low interest rates
- Ongoing cashflow pressures on reserves.
- Adaptation to new business models, social finance opportunities and more commercial 'trading' models is being embraced, but cannot be achieved quickly, and open to question as 'effective' in some practice areas.
- The primary blockage to taking up social finance opportunities for many VCSOs is low, or highly uncertain, revenue funding prospects.

# Locality Storms in Children and Families Services



## The 'Chaos Theory' of Interdependence

- Changes in one public authority, body or service have knock-on impacts for other agencies in the 'support chain'
- Training budgets are under severe pressure right across statutory and voluntary agencies,
- Some charities are having to consider rationing criteria or waiting lists to manage and prioritise increased service demand
- Early intervention levels of support appear at highest risk of being reduced or cut, potentially storing up problems for the future as unmet needs may escalate to further increase demand for higher cost and complex services later.
- Risk levels and risk transfer are serious issues – both financial risks and caseload risks

# Declaration of Interdependence

**We share the vision and commitment to create a society where all children and young people are valued, protected and listened to, their rights are realised and their families are supported.**

**We believe that the reliance on price-driven competition in children's service commissioning is eroding, rather than building, our collective capacity and sense of common cause in achieving this vision.**

**We declare our mutual respect for the importance of public service, charitable mission, professionalism and voluntary action in a more creative and collaborative future for children's services.**



## Declaration Signatories



4 Children  
Action for Children  
Adfam  
Advice UK  
Barnardo's  
Bechange  
Bromley Y  
Care Leavers Foundation  
Cheshire Young Carers  
Chester Voluntary Action  
Childhood First  
Children England  
Children's Links  
Civil Exchange  
Compact Voice  
Coram Voice  
Deafness Support Network  
Every Child Leaving Care  
Matters  
Family Action  
Family and Childcare Trust

Greater Manchester Centre  
for Voluntary Organisation  
National Children's Bureau  
NAVCA  
Neston Community and  
Youth Centre  
NCIA  
NCVYS  
Norwood  
NYAS  
Reading Matters  
Salford Community &  
Voluntary Services  
Save the Family

Shaftesbury Young  
People  
TACT  
The Who Cares? Trust  
Together Trust  
TUC  
UNISON  
Unite  
Voluntary Sector North  
West  
We Own It  
West Mercia Rape &  
Sexual Abuse Support  
Centre  
Women's Resource  
Centre  
Woodcraft Folk  
Working with Men  
Youth Access



## Building a New Relationship Through Intelligent Commissioning



- Collaborative strategic planning
- Collaborative commissioning
- Commissioning for quality
- Democratic accountability
- Intelligent commissioning
- Grants as investment tools
- Sharing risk
- Long term investment
- Longer term contracts
- Full cost recovery
- Proportionality
- Transparency

## Valuing People and their Skills in Quality Service Delivery



- Cross-sector workforce leadership
- Security for staff
- Ending exploitation
- Worker voice
- Funding core staff
- Valuing volunteers
- Training and development
- Safe and sufficient staff ratios

## What else is Children England doing?



- #ChildrenAtHeart – campaigning umbrella for 11 weeks to General Election
- England's Children – 35 policy priorities for children, young people & families democratically mandated from the VCS
- Keep profit out of child protection – petition last May
- Rethinking Care Commissioning: collaborative forum for all perspectives  
<http://www.childrenengland.org.uk/policy/re-thinking-care-commissioning/>
- Grow our movement of supporters and members



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**Tessa Wiley**

**Policy and Learning Manager  
- England Directorate**

**Big Lottery Fund**

*‘Big Lottery plans from 2015  
onwards – Greater Manchester’*



# Big Lottery Fund

## Insights from Your Voice Our Vision and where we go from here

Brave New World - Salford VCSE Conference

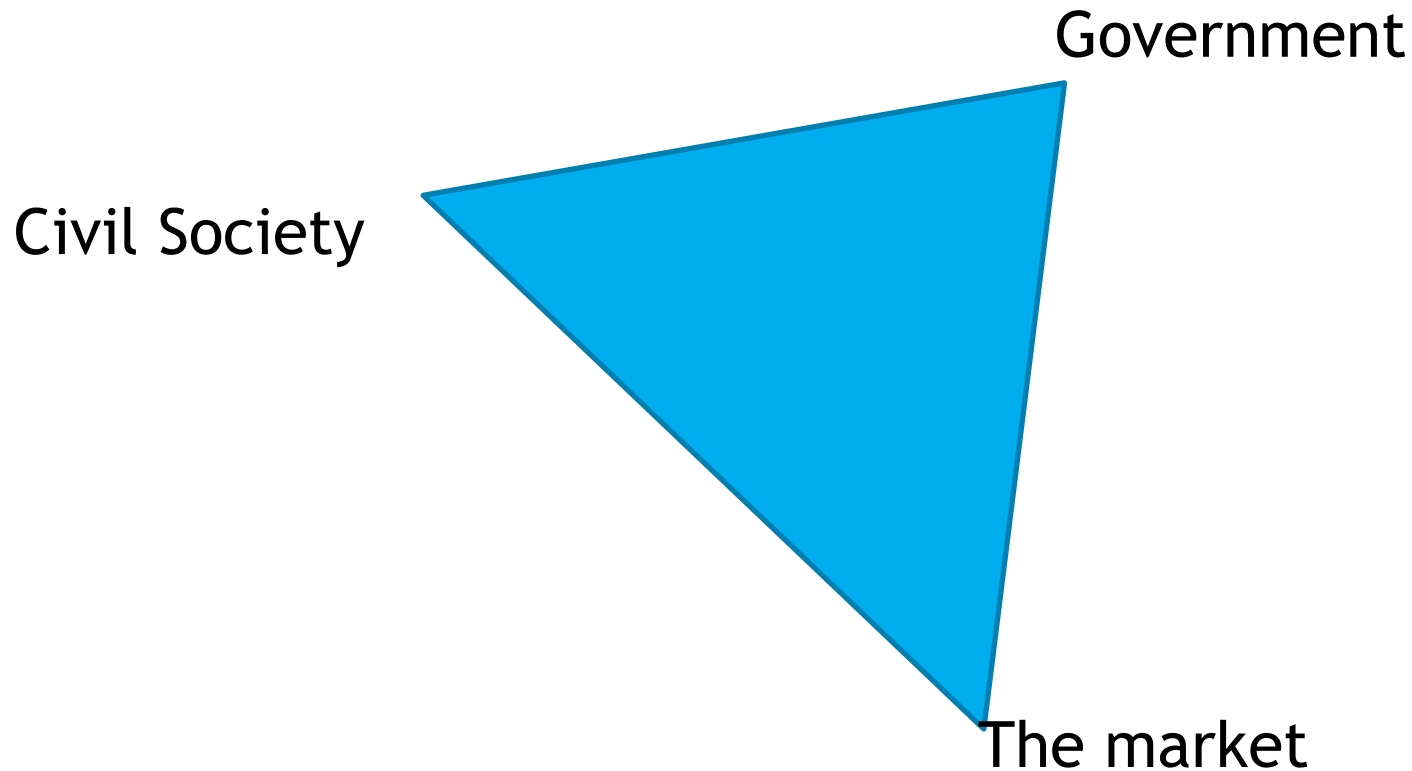
Tessa Wiley

5/2/2015

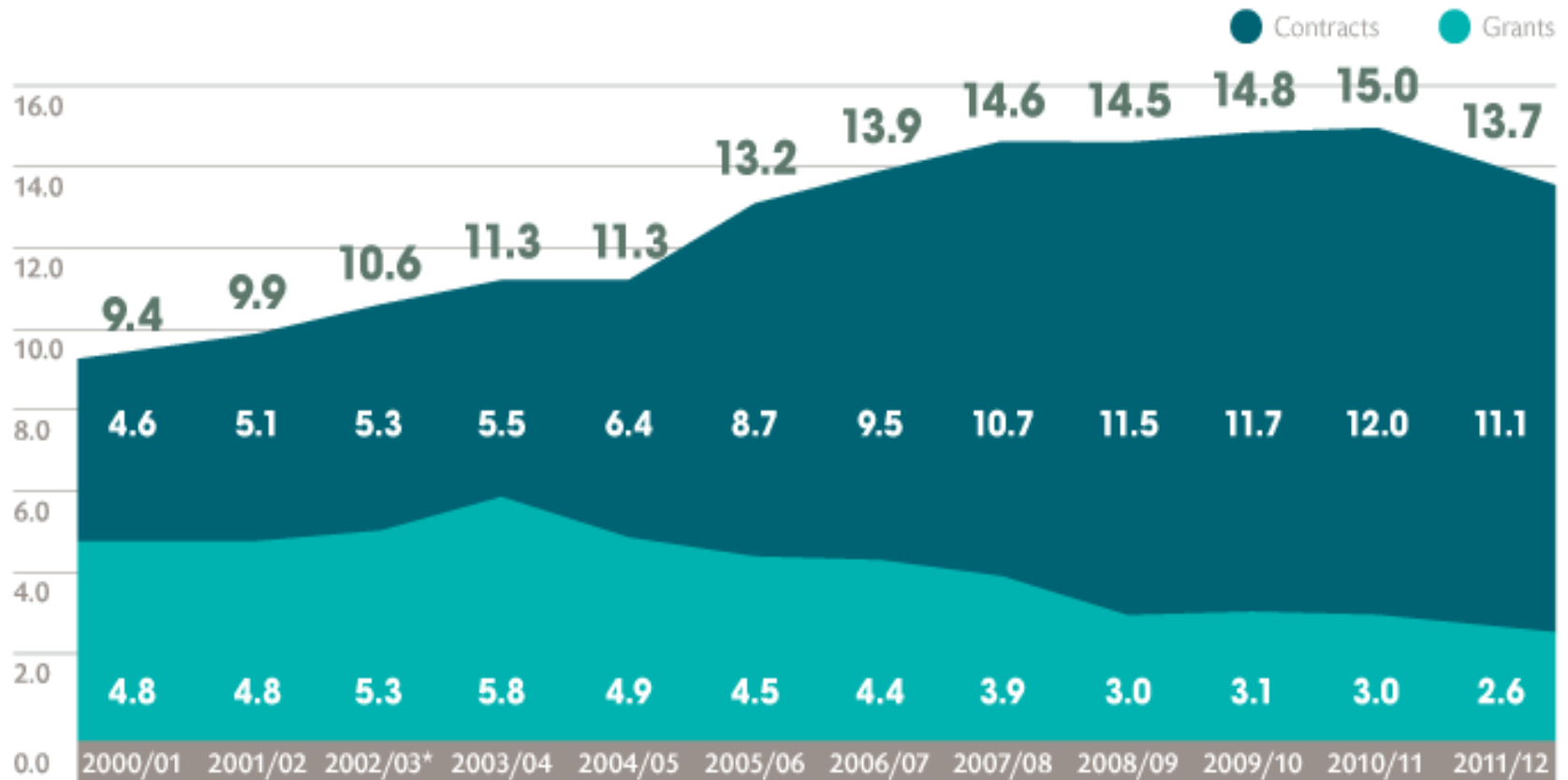
[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

Awarding funds from  
 **The National Lottery**<sup>®</sup>

# Thinking about the wider picture



# Sector income: challenges and opportunities

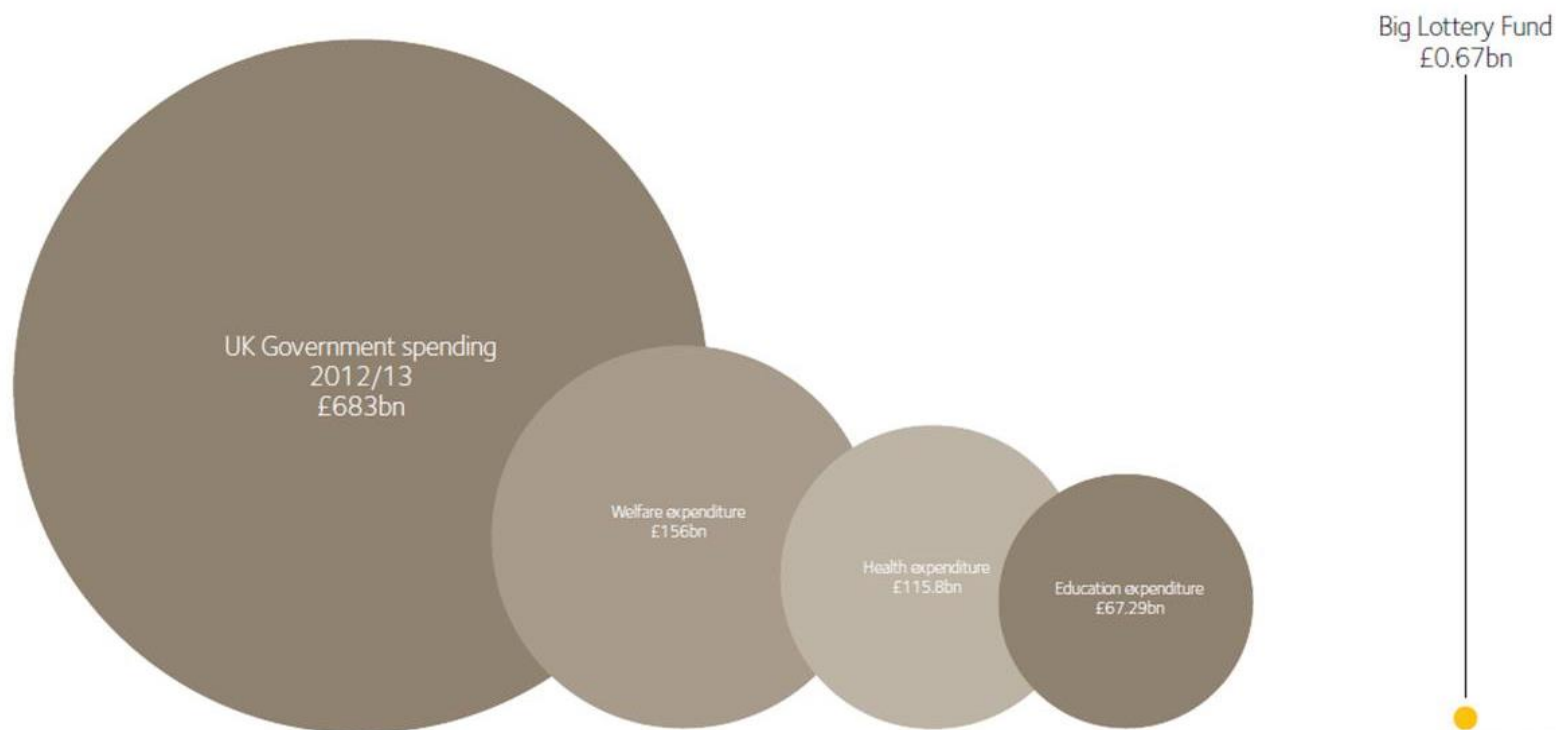


Source: [NCVO](#)/[TSRC](#), [Charity Commission](#)

# What's on Big Lottery Fund's mind?



External Context: Big Lottery Fund in relation to  
UK Government expenditure 2012/13



Source: Institute for Fiscal Studies



# YOUR VOICE | OUR VISION

BIG  
LOTTERY  
FUND



Big Lottery Fund is asking for views on how it should fund in the future. In this film Kunle Oludode, director of Voice4Change England, shares his message to the Big Lottery Fund.



## What kind of funder should we be?

Your views will help us consider our role as a funder and help shape our vision and plans from 2015 to 2021.

Please give us your views by 18 July when Phase one of Your Voice Our Vision ends. We'll then look at your feedback and let you know how this will shape our new strategic framework for 2015-2021.

## People's Voices



## community

What kind of funder should we be?

## What is evidence for?



evidence sharing learning

Vibrant Communities

## Working Together

Involving the public in where our money goes



partnership | people's millions | public involvement | working together

Vibrant Communities

## Most commented-on ideas

1. Community Centres
2. Projects that work
3. Meeting Needs
4. Infrastructure support - specifically offering guidance to new / potential groups
5. Not new ideas, successful ideas

## Join these conversations...

1. Core funding for a stronger sector?
2. Communities doing it for themselves
3. Health, wealth, and wellbeing
4. Collaborating with the private sector
5. Innovation and risk-taking - how far should we go?

What kind of funder should we be?

My priority would be preventing problems rather than trying to cure them



[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

# Getting behind great local ideas



Broadwalk Library Over 50s Art Group

Clarenton Road Community PS

DIY Theatre CIC

Proud and Loud Arts

Salford Disability Forum

Worsley Cricket Club



# Putting communities at the heart of our funding



## Little Hulton

466 residents consulted

Local partnerships

Big Plan agreed

Dragons Den event



Local Trust | Big Local





# Working with others



## Local challenges, local solutions

Salford Foundation - ADAPT programme

The Broughton Trust - Communities  
Living Sustainably

## Collaboration & Partnerships:

Ageing Better

Talent Match

Building Better Opportunities



# Next steps



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# Q&A session





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# Tea Break





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# **Workshops – strand 3: ‘A Taste of Honey’**

Communities as assets.





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# **Closing remarks: What Next?**

Alison Page

CEO

Salford CVS



## What next?

Key themes today:

- Impact of austerity and ways the sector can respond
- Devolution – challenges and opportunities
- Voluntary action and communities as assets
- Collaboration and cooperation
- All things social – social investment, social innovation, social enterprise, social value

Were these the priorities you wanted to focus on?

- Please complete the evaluation form and let us know!
- Please also complete the Equal Opportunities form in your pack – and hand both in to us on your way out...



## What next?

Get involved:

- Become a member of Salford CVS
- Sign up for e-bulletins and newsflashes
- Access our 1-2-1 IAG services
- Register with our Volunteer Centre
- Attend our training workshops
- Come along to one of the VCSE forums we facilitate: CYPF, H&SC, Leaders, Volunteer Coordinators – plus coming soon, Skills & Work / Community Safety
- Join the Salford Third Sector Consortium
- Help us make Salford 4 Good a success



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Thank you for attending today – good to see you all

Thanks again to all of our speakers,  
presenters, facilitators and organisers 😊

Safe journey home!