

Common Purpose, Common Cause

Voluntary and Community Sector Strategy 2017-2022

Executive Summary

Overview

This strategy is guided by a compelling vision and a clear, common purpose - to support a sustainable, confident and resourceful voluntary and community sector that can work alongside the public and private sector to deliver the best outcomes for Southwark residents.

The way the public sector and the voluntary and community sector (VCS) work together in Southwark has changed significantly since the last voluntary and community sector strategy in 2007; but all of us agree that it has to change further. We want a relationship where the public sector, in partnership with the VCS, enables and supports new ways of delivering integrated, more efficient and community-led outcomes.

The strategy is based on the assumption that austerity, growing demand and complexity in the needs of service users – are driving us all to evolve, adapt and innovate. The challenge is, given constrained resources and a rapidly changing environment, how can we enable and support a strong VCS that can provide solutions and different approaches to support Southwark residents?

We believe there is a way this can be achieved through community focused services delivered at a local level, focused on the needs of the local population – delivering services that work for the individual, the community and the public sector. That is why we need a new voluntary and community sector strategy that sets out this common purpose and common cause.

To achieve our vision, we have focused on two strategy objectives. First we want to improve outcomes for residents that reduce and prevent future demand on high cost, high demand services. Second, to sustain and build strong, cohesive communities where no one group or community is left behind. Beneath these objectives sit four priorities, that will meet the Council plan commitment to enhance the work of the VCS to achieve our collective goals.

These priorities concern the areas of work which, over 200 participants at our listening events told us, would have the biggest impact and bring about change where it is needed the most. If we can achieve what we want to with these priorities, we will be much closer to our vision: one where there is a new settlement between all sectors, that amongst other things, will put organisational sustainability and an early action, outcomes focused approach at its core

Developed through a tri-partite (three-way) arrangement, we have set out a direction of travel for all partners - Southwark Council, Southwark Clinical Commissioning

Group, other significant partners and the voluntary and community sector – about how we can be more than the sum of our parts.

What success looks like by 2022

To bring about the partnerships and transformation that is required to realise our ambition for this strategy we have identified a number of priorities. To make a real difference these priorities must be pursued together and build on the good practice already in place.

In five years we will have:

Created better partnership working to improve outcomes for residents

We will know if we have been successful if in five years we can measure improved outcomes for residents as a result of greater partnership working and co-production between the public sector, the VCS and residents.

To achieve this:

- We want to see changes in how we work together and embed the principles of co-production in everything we do to get the best out of working together.
- We want to encourage the VCS to work more in collaboration and to provide mutual support to help improve outcomes for residents.
- We want to see more responsive and joined up ways of working using existing structures (such as the Local Care Networks). Joining up with the aim of harnessing the power and knowledge of local communities to help mitigate against the impact of reductions in local authority and NHS resources.
- We want to enable and foster greater engagement with the business sector. This would lead to more 'placed based giving' and 'crowd funding' initiatives.

Improved commissioning and grant-giving to focus on outcomes

We will know if we have been successful in five years if residents and communities have a greater say in the design and delivery of services and new ways of working and new models of delivery are encouraged and supported.

To achieve this:

- We want a fuller involvement of stakeholders in the commissioning cycle. To achieve this, we want to develop collaborative commissioning approaches. This will mean a greater focus on outcomes.

- Where necessary we will invest in supporting local partnerships or consortia to develop capacity and skills in order to deliver outcomes for residents.
- We want to change how we use contracts and grants, with a balance between longer funding cycles, and one-off / short term support for innovation. This would help develop different, more efficient and more impactful services for residents.
- We want to agree a set of core outcomes (Common Framework) for the benefit of the whole community of Southwark against which impact is measured and aligned against Council and CCG plans.
- We will develop a longer-term outlook in terms of grants and commissioning
- We want services to be built around the needs of the local community. We also want services to be built around a recognition of the value and impact of locally delivered services with local provision being the default position. Using digital technology we want to transform how we serve and enhance the lives of people in our community so they receive quality information and access to services.

Made better use of community assets to revitalise communities and create preventative places

After five years we will know if we are successful if more assets are community led and can demonstrate their impact in relation to improving well-being and community cohesion.

To achieve this:

- We want to harness the value of the borough's outside spaces to improve wellbeing, engagement and community cohesion.
- We want to develop an approach to enabling asset transfer to take place in the right circumstances.
- We want to ensure that the Council and NHS's property portfolio is deployed effectively to take advantage of opportunities for VCS organisations to share premises, for mutual benefit and ultimately to improve services and therefore outcomes for residents.
- We want placed based strategies to be community-led and developed through co-production and co-design, to create better outcomes for residents.

Enabled and supported more resilient communities that are connected and more resourceful

We will know if we have been successful if, in five years, residents are supported and encouraged, through social action, to have more control over their lives and their

communities.

To achieve this:

- We want to unlock resources, time and talents that exist in communities so that these assets can help them become even more resourceful and better connected and create social value.
- We want to enable the development of community connectors. Acting as navigators and supporters for local communities; connecting individuals, neighbourhoods and communities.
- We want to enable individuals and groups to be agents of change, ready to shape the course of their own lives. We will achieve this by supporting volunteering and other forms of social action.

How this fits in with the overall strategic direction of the Council and the Clinical Commissioning Group

The priorities set out in this strategy are aligned with a number of **the Fairer Future promises set out in the Council Plan** as follows:

What's the promise	How this strategy will deliver the promise
Promise 2: Free swimming and gyms	We will make it easier to be healthier
Promise 5: Nurseries and childcare	We will help parents balance work and family life
Promise 6: A Greener Borough	We will support environmental initiatives
Promise 7: Safer Communities	We will make Southwark safer
Promise 8: Education, employment & training	We will support residents to develop their skills and confidence, including digital inclusion
Promise 10: Age Friendly Borough	We will help residents get the best out of Southwark whatever their age

The priorities of this strategy also support the following priorities of the Southwark Clinical Commissioning Group and Southwark Council's Five Year Forward View:

- Increase healthy life expectancy
- Reduce health inequalities across communities
- Empower people to live well and to take control of their lives
- Achieve this transformation by:
 - Focusing on populations and place-based Local Care Networks rather than traditional organisational silos
 - Focusing resources on activities which create the highest value
 - Focusing on co-producing good health in partnership with people; thinking about how care is delivered not just what care is provided.