

# Manchester Alliance for Community Care



## **Business Improvement Support for Local Voluntary and Community Sector Organisations Providing Support to Carers (April 2009 – December 2009) An Evaluation**

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## 1. Purpose of the Evaluation

In April 2009, in response to the introduction of a competitive tendering process, MACC were contracted through Manchester Carers Strategy Team to deliver a programme of business improvement support (BIS) to a number of voluntary and community sector (VCS) organisations providing support to carers. The key aims of the programme were to:

- Make carers organisations more effective and robust
- Improve the quality and delivery of services for carers
- Ensure the future sustainability of carers' organisations
- Prepare carers' organisations for the implications of personalisation
- Develop and improve partnership working

Six organisations (consisting of a wide cross section in terms of size, function, range of services and organisational capacity) received support between April 2009 and December 2009. The extent of the support depended on a number of factors including level of need, pace of the organisation, capacity to engage, timescale and budget.

This evaluation of the programme of support has taken place through a series of one-to-one interviews with the organisations who received the support. The aims of this report are to:

- Review the effectiveness of the business improvement support model
- Review the extent to which the aims of the work were met
- Make recommendations for how the service could be improved in the future

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## 2. Review of the Business Improvement Service Approach

The quality of the service was unanimously rated very highly by all six of the organisations who received support. Participants identified the following factors as key to the success of the programme:

- Active listening
- Facilitative approach
- Informal professionalism
- Trust and integrity
- Flexibility
- Accessibility
- Business expertise with a VCS background

### 2.1 Active Listening

All six organisations felt a key skill integral to the success of the programme was that the BIS Coordinator/consultants had excellent active listening skills and demonstrated the ability to ask the right questions:

*“X was a very good listener and came in wanting to learn about us”*

*“X managed to suss us out very quickly and got a handle on what is a very complex organisation by just listening and asking appropriate questions”*

*“X is a good listener and knows what he’s doing. He was able to ask the right questions and has knowledge to give the right answers”*

*“X listened carefully and developed a clear understanding about us”*

### 2.2 Facilitative Approach

All participants felt they were treated as the experts who identified their own organisational needs. By being fully engaged in the process, participants felt a sense of ownership over the changes which were taking place. This enabled them to feel confident that the support package was appropriate and that consultants didn’t just impose preconceived ideas:

*“X put forward ideas based on what she heard and what we told her”*

*“We were involved intrinsically in how our needs were met”*

*“I was fully engaged in the process so it was our process”*

*“It felt like having a consultation, where I was being treated as the expert”*

All organisations found it very helpful for someone independent to facilitate the process of change. By taking an independent objective viewpoint, it gave participants an opportunity

for reflective practice and to test out thinking. In several cases this gave the organisations the confidence to know that they were heading in the right direction and to start to implement changes. Through this process a relationship of trust was built between the consultants and participants which was integral to achieving the best outcomes:

*“It was important to be able to have frank discussions and be able to challenge”*

*“By being an outside consultant he brought a degree of independence to the process and helped the Board to realise the changes they wanted to make”*

*“We had ideas about what we needed to do, and when someone else comes in and also picks this area of work up, it gives you the confidence that you’re doing the right thing”*

### **2.3 Informal Professionalism**

Participants reported that there was a good balance between informality and professionalism. The BIS Coordinator/consultants were felt to be very easy to work with and very approachable. Particularly for the smaller grass roots organisations it was very important that the consultants spoke on their level. At the same time it was important that they were professional in their approach:

*“The support was perfectly pitched – friendly, yet business like – it was very useful”*

*“X was very easy to work with, informal, yet professional”*

*“It was a very professional approach. X was always courteous and the relationship became very positive”*

*“This kind of professionalism was alien to me before he came – it was like he was landing in a space suit, but over time the suit came off and once we got to know each other we had great respect for each other”*

*“He was always able to put information into layman’s terms”*

### **2.4 Trust and Integrity**

It was crucial that the approach was right for the *“getting to know you bit”*. Two organisations admitting they found the first few sessions quite scary, however after the first few sessions all participants felt that they had developed a clear understanding of each others roles which helped the support to be successful and enabled a relationship of trust to be built:

*“X made it clear what his work was and what their work was. He understood what his role was very clearly”*

*“Personalities are very important because I didn’t understand at first. All the professionalism got on my nerves. I felt I’d had enough at times, but this changed*

*over time*

One organisation felt strongly that it was very important to be able to choose the person they worked with, to enable them to feel confident that they would have a good fit in terms of approach. Honesty, a good problem solving approach and attention to detail were all characteristics which enhanced the relationship of trust. One consultant was described as having razor like incisiveness and a meticulous approach:

*“Suggestions were very appropriate and very relevant”*

*“She picked up on the areas/issues which weren’t resolved and gave us ideas of how we might be able to resolve these”*

## **2.5 Flexibility**

Going at the organisations pace was very important to all participants. Two participants identified that a relatively unstructured and flexible approach meant that the support could evolve over time. It was refreshing to be able to have the *“opportunity to share thoughts with the possibility of going in any direction”*:

*“We would have found it hard if she had put any pressure on us to go any quicker”*

*“As our ideas changed she moved with them”*

*“He was very adaptable to our ways of working”*

*“A was very patient with us as we are a difficult organisation to work with”*

As work progressed the consultants/participants reviewed the work programme and one organisation made the decision to put a hold on the support and save the additional support for a later date:

*“When X felt we were getting to a point where we had clear objectives he suggested that we stopped and have the extra days at a later date. This was very practical and sensible”*

## **2.6 Accessibility**

Without a flexible approach the support would not have been accessible for at least two of the organisations. One participant had two additional jobs so it was essential that the consultant was able to work outside of office hours to fit in with his schedule:

*“X changed his way of working to fit in with us”*

*“X worked it out so that he was coming in my free time not his”*

*“X was flexible in her approach to respond to us in an appropriate way”*

It was highly valued by participants that they were able to contact the consultants at any time and that their emails and calls were responded to in a timely and appropriate way:

*“X Worked very hard. He was available in person or on the phone all the time”*

*“X always answered questions and sorted whatever it was out”*

## **2.7 Business Expertise with a VCS Background**

All participants commented on the vast experience and knowledge of the public, private and voluntary and community sector held by the BIS Coordinator and consultants:

*“To have an expert giving us their time and input was excellent”*

*“We are the experts on the needs of parents, he was the expert in terms of business side of things”*

*“He had so much knowledge of charity business”*

*“It was so useful to have his expert eyes and mind”*

*“X had the expertise in the areas we lacked e.g. business, financial, HR”*

*“X took information from us and then took it to a different level”*

The support was found to be especially effective because the BIS Coordinator/consultants had business expertise as well as understanding the dynamics of the VCS and how a VCS organisation runs. One of the concerns which several participants had in the initial stages of the support was that they would not have VCS experience and that that they would have to spend time explaining how they worked. They all found however, that this was not the case:

*“Thought it was going to be someone trying to take over”*

*“I didn’t know if I was going to get on with him”*

*“I thought he was going to be just a business advisor, but he had a really good knowledge of where I was coming from which was a relief”.*

*“I thought that he wouldn’t understand and it would be like an audit/check up”*

This combination of VCS experience and business expertise was described by some participants as the difference between this and other types of capacity building support received previously.

### 3. Outputs and Outcomes of the BIS Programme

All participants were happy with the outcomes achieved through the programme. Several organisations felt that benefits were far greater than they expected. One organisation commented that it is hard to tease out specifically why change has come about – whether it has been directly due to the support or other events. The likelihood is that incremental changes are not due to one particular thing, but a combination of factors.

Since the BIS Programme has ended, three organisations have independently paid for additional days support from the consultants. All organisations said they would use the BIS programme again in the future when the need arose.

#### Organisation A (£9,081.95)

The objectives for the piece of work were:

- Facilitation of a strategic planning day
- Strategic research to inform a business plan
- Business plan drafted
- Pricing structure created for services to individual budget holders
- Review of governance arrangements
- Guidance around incorporation
- Support with trustee recruitment
- Improved banking and accountancy systems
- Review of internal policies and procedures
- Support with TUPE process
- Development of Strategic Worker post

Aims	Outcomes
To make carers organisations more effective and robust	<ul style="list-style-type: none"> <li>• Policies and procedures are in place and up to date</li> <li>• Organisation much more confident about submitting tender applications</li> <li>• Gaps identified in knowledge and practice</li> <li>• More effective and efficient governance arrangements</li> <li>• Management committee are no longer exposed to individual financial liabilities</li> <li>• Organisation is in a position to identify potential business partners and suppliers</li> <li>• Greater confidence about legal and charitable responsibilities</li> <li>• Service brought much more up to date</li> <li>• Organisation is much safer in terms of governance and legal responsibilities</li> <li>• Governance arrangements are much more effective and accountable</li> </ul>

	<ul style="list-style-type: none"> <li>• Board of trustees are much more active and involved in the organisation</li> <li>• More robust accountancy and financial management</li> </ul>
To improve the quality and delivery of services for carers	<ul style="list-style-type: none"> <li>• Director able to focus in on mission statement and unique selling points. Sticking true to mission</li> <li>• Key strengths of the organisation identified</li> <li>• Professionalization of the workforce</li> <li>• Improved communication and awareness amongst staff.</li> <li>• The organisation is much clearer and confident about it's achievements</li> <li>• Planning processes in place to deliver new services</li> <li>• Increased ability to delegate work effectively to staff team and management committee</li> <li>• Staff are taking a lead on additional pieces of work</li> <li>• More confident in Company Director role</li> <li>• More engaged management committee</li> <li>• Organisation better aware of changes which need to take place</li> </ul>
To ensure the future sustainability or carers organisations	<ul style="list-style-type: none"> <li>• Staff and management committee clearer on what the strengths of the organisation are</li> <li>• Able to develop a clear and focused business plan</li> <li>• Reinforced belief that the organisation is working in the right direction</li> <li>• Planning processes in place to enable General Manager to cut down hours</li> <li>• The organisation has a clear vision for how it can extend its support to parents</li> </ul>
To prepare carers' organisations for the implications of personalisation	<ul style="list-style-type: none"> <li>• The organisation is able to provide cost effective services to individual budget holders</li> </ul>

### Organisation B (£1,500)

The objectives for the piece of work were:

- Review of internal policies and procedures
- Creation of Management Information Templates

Aims	Outcomes
To make carers organisations more effective and robust	<ul style="list-style-type: none"><li>• Policies and procedures are in place and up to date.</li><li>• Organisation is much more confident about submitting tender applications.</li><li>• Identified gaps in knowledge and practice</li><li>• Service is brought more up to date</li><li>• Organisation is 'tender ready'</li></ul>
To improve the quality and delivery of services for carers	<ul style="list-style-type: none"><li>• Director able to focus in on mission statement and unique selling points. Sticking true to mission</li><li>• Identified key strengths of organisation</li><li>• Professionalisation of the workforce</li><li>• Improved communication and awareness amongst the workforce</li><li>• Much clearer and confident about the organisation's achievements</li><li>• Reinforced belief that the organisation is working in the right direction</li></ul>
To ensure the future sustainability of carers organisations	<ul style="list-style-type: none"><li>• Enabled organisation to go onto to work with trustees to develop clearly defined areas of work and to develop their business plan</li><li>• Prioritisation of resources and resource allocation</li></ul>

### Organisation C (£1,000)

The objectives for the piece of work were:

- Development of social mission, position statements and values development
- Identifying key aims and target setting
- Forming a company

Aims	Outcomes
To make carers organisations more effective and robust	<ul style="list-style-type: none"><li>• More effective governance arrangements</li><li>• Management committee are no longer exposed to individual financial liabilities</li><li>• Organisation is In a position to identify potential business partners and suppliers</li><li>• Gaps identified in knowledge and practice</li><li>• Organisation is safer in terms of governance and legal responsibilities</li></ul>

To improve the quality and delivery of services for carers	<ul style="list-style-type: none"> <li>• Planning processes in place to deliver new services</li> <li>• Increased ability to delegate work effectively to staff team and management committee</li> <li>• Workers are clearer on their roles and responsibilities</li> <li>• Staff are taking a lead on additional pieces of work</li> <li>• More confident in Company Director role</li> <li>• Greater confidence in the staff team through increased knowledge and information</li> <li>• More engaged management committee</li> </ul>
To ensure the future sustainability or carers organisations	<ul style="list-style-type: none"> <li>• Have clear mission, position statements and values</li> <li>• Staff and management committee clearer on what the strengths of the organisation are</li> <li>• Able to develop a clear and focused business plan</li> <li>• Reinforced belief that the organisation is working the right direction</li> </ul>
To develop and improve partnership working	<ul style="list-style-type: none"> <li>• Plans in place to extend services and support to parents</li> </ul>

### Organisation D (£1,511.20)

The objectives for the piece of work were:

- Draft key issues paper on strategy and structure
- Draft partnership proposal
- Facilitation of 2 meetings with potential partners

Aims	Outcomes
To make carers organisations more effective and robust	<ul style="list-style-type: none"> <li>• Greater confidence in legal and charitable responsibilities</li> </ul>
To improve the quality and delivery of services for carers	<ul style="list-style-type: none"> <li>• Key strengths of the organisation identified</li> <li>• Planning processes in place to deliver new services</li> <li>• Organisation aware of changes which need to take place</li> </ul>
To ensure the future sustainability or carers organisations	<ul style="list-style-type: none"> <li>• Reinforced belief that the organisation is working in the right direction</li> </ul>
To develop and improve partnership working	<ul style="list-style-type: none"> <li>• Partnership agreement drafted which looked at how two organisations could work together, share resources, avoid conflicts in tendering</li> <li>• A joint partnership bid won</li> </ul>

### Organisation E (£1,057)

The objectives of this piece of work were:

- Business planning support
- Facilitation of sessions with user groups about carers individual budgets

<b>Aims</b>	<b>Outcomes</b>
To make carers organisations more effective and robust	<ul style="list-style-type: none"><li>• Governance arrangements are more effective and accountable</li></ul>
To improve the quality and delivery of services for carers	<ul style="list-style-type: none"><li>• Improved communication and awareness amongst staff and Board of Trustees</li><li>• The organisation is clearer and confident about its achievements</li><li>• More engaged Board of Trustees</li><li>• Organisation better aware of changes which need to take place</li></ul>
To ensure the future sustainability of carers organisations	<ul style="list-style-type: none"><li>• Reinforced belief that the organisation is working in the right direction</li></ul>
To prepare carers' organisations for the implications of personalisation	<ul style="list-style-type: none"><li>• The organisation is much clearer on the needs of their users</li><li>• The organisation has a clear body of evidence around need</li><li>• The organisations feels much more confident to participate in strategic level meetings</li></ul>

### Organisation F (£0.00)

The objectives of this piece of work were:

- Identify gaps in knowledge and practice

<b>Aims</b>	<b>Outcomes</b>
To make carers organisations more effective and robust	<ul style="list-style-type: none"><li>• Greater confidence about legal and charitable responsibilities</li></ul>
To improve the quality and delivery of services for carers	<ul style="list-style-type: none"><li>• Organisation better aware of changes which need to take place</li><li>• Skills gaps identified in management committee</li><li>• Greater confidence in the staff team through increased knowledge and information</li></ul>

## 4. Improving the BIS Programme

- The majority of the organisations felt that the BIS programme could not be improved.
- Four organisations felt there were no weaknesses in the support due to having a major input into the programme. Three organisations recognised that any potential barriers to receiving the support were down to the organisation itself:

*“Nothing was unsuccessful. Because we owned the work, we made it work for us”*

*“It was in our control, so if there were any weaknesses it would have been down to oneself. The opportunity was there so you can’t blame things on the programme”*

- One organisation didn’t receive as much support in developing their business plan as they expected they would. This highlights the importance of managing expectations of what the support is able to deliver and ensure there is some leeway in the extending support if at all possible.
- Two organisations felt it would have been good to have alternative forms of communication e.g. email/phone at the initial assessment stage, as it was sometimes hard to arrange suitable meeting times.
- Support for one organisation was delayed by over a month because the BIS Coordinator was off sick. It would have been beneficial to have an alternative colleague to work with during this period.
- There was some initial lack of understanding about the purpose of the service and what it was able to offer. Two organisations admitted they had no idea what kind of support they were being offered or what to expect when they started to meet with the consultants. Two organisations didn’t understand what MACC did to begin with.
- A pamphlet or written material with information about MACC and explaining the business improvement support service would have been beneficial.
- One participant suggested that it would have been beneficial to provide an introduction to the programme in a group setting with the other participants. This would provide an opportunity to get more information about commissioning frameworks, an overview of the programme and hear about what other organisations were trying to achieve at the beginning.
- Support for some of the generic things which all organisations are facing through commissioning such as legal requirements, governance arrangements could be supported in a group setting.

- One organisation found it very useful to split the support into two sections and then have the second part of the support nearer the tendering process which gave them time to plan and set things up. This approach could be integrated into future support packages.
- One organisation felt there is a danger the health check process could feel externally imposed and that the identification of support needs takes place as a fluid process. If organisations feel they are being 'done to' rather than 'done with' the support will not be beneficial.
- One organisation felt the support could have been improved by having more time for the initial consultation process. This would allow the organisation to be more precise about what their needs are and build a relationship of trust between the consultant and the organisation. The participant felt that this would have enabled him to be more assertive around what aspects of support he would have liked the consultant to focus on.
- Where appropriate, organisations should be given the opportunity to choose the consultant they work with.

## 5. MACC's perspective on the process

MACC recognises that there are good intentions behind the development of the commissioning processes. However, we remain fearful that the unintended consequences for the voluntary and community sector are not well understood. Commissioning is still something of a blunt instrument.

The following observations are offered from MACC's position in between the commissioners and the voluntary and community sector providers. It is our firm belief that it has been and will remain essential that an organisation such as MACC can provide an independent role in challenging and contributing to the process.

### **Communication & Information**

Channels of communication need to be improved. Commissioners have not communicated effectively with MACC during the development of the commissioning process and consequently MACC has not been able to inform and support providers around the expectations which will be placed on them.

It has been suggested by commissioners that a way to help potential bidders to gain an insight into how the forthcoming procurement process will operate is to "look at past tenders". Unfortunately, MACC's experience has been that no two previous City Council procurement processes have been alike – even from within the same Council Department. Looking at previous examples is therefore of limited value and can potentially be misleading – which risks wasting the limited capacity available within organisations and the Business Improvement Service.

A series of briefing sessions for providers has taken place and a consultation exercise has been promised before the open tender process. However, smaller providers lack the skills and experience to know how to challenge or question processes of which they have no prior knowledge. Time is also more limited in smaller organisations to consider the information and to plan and implement any changes required.

MACC would welcome more opportunity to feed into the Local Authority its expertise around good practice for commissioning voluntary and community sector organisations. We have included some of our key messages on this issue in Appendix 2.

### **Shaping the Market**

Unlike, for example, Children & Families, Mental Health and Older People's sub-sectors, there is no network in place for organisations in the Carers sub-sector. This means there is no mechanism through which to develop relationships between groups or to channel information on local or national commissioning and procurement developments of relevance to them.

It is assumed (June 2010) that providers will start working to align themselves with other organisations as consortia in order to bid for any of the proposed remaining "lots" to secure what many currently regard as their core funding (previously funded via carers grants).

Assuming this expectation is clearly communicated and therefore becomes a considerable incentive, there remains the issue of whether there is capacity within the sector to manage this. Such collaboratives will require a cultural shift and will place a huge burden on each organisation's management resources in negotiating and establishing such relationships. As we understand it the proposed timescale for the remaining "lots" to be commissioned is sometime around September 2010.

MACC is concerned that the proposed procurement processes will preclude many smaller providers from applying. This is not necessarily the intended outcome on the part of commissioners – but in the time available it is questionable whether even with additional business improvement support, these small organisations would be able to negotiate a role in a viable consortium / partnership.

While this will restructure the providers, it is unclear what if any improvements this will create for the carers using these services.

### **The role of infrastructure**

The recognition on the part of commissioners that there was a need to invest in supporting the carers organisations through this period has been a welcome one.

However, the available budget of £20,000 has limited the extent of change which can be brought about across the six organisations. It may have been more effective to work with a smaller number of providers intensively, rather than spreading the support too thinly.

The value of this investment has to some extent been undermined by the basic lack of consistent information from the City Council regarding the introduction of new commissioning processes and ever-changing timescales. Put simply, the Business Improvement Service has never been able to clarify exactly what organisations should be preparing for.

This resource has now come to an end<sup>1</sup> and the Business Improvement service is no longer in a position to be able to support Carers organisations to adapt to the demands being placed on them.

If small/medium sized organisations are to be able to consider even bidding for any of the proposed lots, there is need for:

- clarity in relation to the procurement process which will be used AND
- a realistic timescale for groups to position and prepare themselves accordingly AND
- further investment in Business Improvement Support to be delivered as a matter of some urgency.

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<sup>1</sup> In fact, MACC ran this piece of work at a loss in order that the maximum amount of the available funds could be used to support carers groups. This is not something MACC is in a position to do in future.

## Appendix 1: The Business Improvement Service Model

MACC developed its business improvement model of support in 2006 in collaboration with local voluntary and community sector organisations who understood their need to develop but lacked the capacity to do so. The approach was designed to be very “hands on” and based on the following process:

1. The Business Improvement Coordinator initially meets with the organisation to make an assessment of their overall functioning via an organisational “health-check”. The coordinator then makes a series of recommendations and creates a package of support tailored to the specific need of the organisation.
2. The budget is used to buy in practical support and other resources which will enable the organisation to move forward. This is delivered by experts in that field which may be organisational development consultants or voluntary and community sector infrastructure services.

## Appendix 2: MACC and Commissioning

For some years now, MACC has been working at a strategic level with a range of partners in Manchester's voluntary, community and statutory sectors on the subject of commissioning. Our aim in doing this is based on the principle that in order to create improved outcomes for people using services, the mechanism by which those services are planned, designed and purchased has to be high quality and collaborative. This is coupled with our view that the voluntary and community sector is rich territory for creating flexible needs-led services which are shaped by the views and needs of local communities. Put simply, our work has been to "prepare the voluntary sector for commissioning and prepare commissioning for the voluntary sector".

This has included working alongside local commissioners to design and implement processes which can capture the best that the voluntary sector has to offer. Through the development of the Business Improvement Service, we have also been able to offer support to voluntary sector organisations in preparing for the challenges which commissioning present. Throughout, we have reviewed commissioning practice and its impact. This report is another example of such a review.

In doing this, there are a number of consistent and underlying issues which repeatedly appear:

- Basic clarity is often lacking – even down to the simple level of the paperwork at the tendering stage. There is no quality assurance applied to the mechanism itself.
- No two commissioning processes are alike. This creates capacity issues for commissioners, providers and infrastructure support: all are constantly having to understand new ways of working.
- There is inconsistency in partnership working and limited analysis of how this could add value to the process. There is a general sense that partnership is "a good thing" but no agreement on what constitutes good practice in partnership working. This leads to situations where "conflicts of interest" are addressed simply by cutting off communication rather than being managed constructively.
- There is no common framework for understanding terms such as "outputs" and "outcomes" across all stakeholders which, as well as contributing to the inconsistency of the process, means that the mechanism is not always gathering relevant and proportional data in order to make the best decisions.
- Impact assessments are not routinely carried out: the understanding of how the commissioning mechanism shapes the market is still a significant gap in the "competency" of the system. For example, commissioners will often have an expectation that consortia will be formed in response to opportunities without

knowledge or experience of the drivers and challenges of such a process. Equally, local voluntary and community sector organisations have limited awareness of the constraints under which commissioners are obliged to operate.

Our view is that there is a fundamental need to strengthen the skills and knowledge of the workforce involved in commissioning. This applies to all sides of the workforce: commissioners and providers.

MACC has recently contributed to a partnership initiative which will produce a guide for all those involved in commissioning in the city. This is not intended as an instruction manual but rather as a means of prompting and support those involved in commissioning to broaden their understanding of the process and how it can be improved. It is informed by the Compact principles of inclusion, proportionality and accountability. We see this first attempt at such a guide not as an end in itself but as a resource which can contribute to improving the quality of commissioning practice in Manchester. The document will be launched in October 2010.

## Appendix 3: About MACC

Manchester Alliance for Community Care (MACC) is a voluntary sector development agency which, for over 20 years, has been working to reduce inequalities in health and social care and wellbeing across Manchester. Broadly our work includes

- challenging both statutory and voluntary sectors to design and deliver services which address the rights, needs and wishes of individuals rather than the ability of organisations to deliver them
- the development of the capacity of local voluntary and community groups to identify unmet needs and to work to meet this need, through building up the skills base of the individuals inside these organisations.
- supporting networks of local voluntary and community groups to enable them to be a mechanism for developing collaborative work across the sector
- encouraging and enabling participation by the voluntary and community sectors in the planning and decision making structures which shape the health and social care economy in Manchester and to provide a conduit for this participation.
- promoting understanding of inequalities in health, social care and wellbeing and the role of the voluntary and community sectors in addressing them

Further details about our work can be found on our website [www.macc.org.uk](http://www.macc.org.uk)