

One good example is the Arts Council NPOs that utilises the method outlined above. By funding thinking space and leadership-building, it increases internal, core capacity within organisations.

## Key:

## Recommendations

Practice

Examples/Notes



## We recommend commissioners review application frameworks and processes of engagement and liaison with the VCSE Sector to engage with a wider spectrum of organisations in order to seek out and fund more equitably, with less bureaucracy, more

shared learning and a deeper lasting impact

The Super 6 project is a good example of a shared capacity project, where a Business Development Consultant was funded

to bring 6 key organisations togethe within the Black led voluntary sector, to

share expertise and build their planning

capacity and funding-negotiation

In practice: funding more shared capacity projects (i.e. funding larger orgs to support smaller ones). Funders to build trusting relationships with organisations that face systemic disadvantage. All funded and commissioned projects to embed equalities lens. Funders to adopt consistency across funding application frameworks.

Implementing inclusive commissioning (i.e. co-design services with the Sector based on their evidence-base and good practices). Reviewing the current social value commissioning framework to truly prioritise social value over price. Implementing targeted contract readiness capacity-building programmes for smaller and equalities led orgs. Setting up a commissioning task force to drive all the above forward.

We recommend funders, commissioners and investors come together and build guidelines to fund for the long-term with the goal of increasing the Sector's sustainability, resilience and planning capacity

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In practice: funding core costs, overheads and salaries appropriately. Increasing flexibility in projects' spending. Creating more capital to support nity businesses and social enterprises to re-establish their income generation avenues

Creating more capital to support community anchors managing their assets during crisis. Creating more stimulus programmes for income diversification. Funding leadership, planning and connectivity-building in order to ensure everyone is enabled to participate in the long-term planning for the city.