

# Strength in Partnerships



## Annual Report

2005/2006

**GMCVO – for a strong, diverse and influential  
voluntary sector in Greater Manchester**



## **Our vision is of a strong, diverse and influential voluntary sector that:**

- Promotes social, economic and political inclusion
  - Enables the provision of high quality affordable services and resources to people and communities in need
  - Promotes the involvement and leadership of communities in addressing and resolving the issues that affect them
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## **Approach**

GMCVO believes we can best achieve our aim through:

- Providing radical leadership to the voluntary sector and its infrastructure
- Looking for the 'hot spots' of change and creativity and focusing our energies upon them
- Actively building the 'coalition of the willing' within the sector – enabling those with the highest aspirations to work together

- Provoking debate over 'the elephants in the corner' and trying out alternative approaches
- Positioning ourselves at the balance points between people and power
- Measuring effectiveness as well as success
- Acknowledging and challenging the weaknesses of the sector

## **Specific aims**

- To raise the profile of the Greater Manchester voluntary sector
- To enable voluntary organisations and their clients to influence policy
- To promote partnerships within the voluntary sector and between the voluntary and other sectors
- To promote equality of opportunity and access, and to promote the value of diversity
- To make the sector and its infrastructure more sustainable
- To help to promote the needs of Greater Manchester at regional and national level
- To develop the sector and improve the capacity and competence of infrastructure and other voluntary organisations
- To develop leadership and professional skills within the sector
- To support and co-ordinate 'infrastructure'<sup>1</sup> and 'exostructure'<sup>2</sup> services

## **Our work includes:**

- Representing, developing and promoting the voluntary sector
- Building partnerships across and beyond the sector
- Enabling the sector and its clients to influence policy

<sup>1</sup> The term "voluntary sector" is used throughout this document. It should be understood to include the whole "third sector" including voluntary, community and faith groups and organisations, social enterprise, co-operatives and other not-for-profit organisations with a social purpose.

<sup>2</sup> 'Infrastructure' is a term that has recently come into use to describe support services provided to the voluntary sector – advice, information, networking, capacity-building etc.

<sup>3</sup> 'Exostructure' is intended to imply the mechanisms that connect the sector to other organisations or systems and to society in general. We prefer the term 'intermediary body' but this is not in common use.

GMCVO is now recognised within Government as well as in Greater Manchester as a leading service provider to the third sector, thanks to the director, staff and trustees. We successfully managed significant infrastructure improvements for the voluntary sector over the year, by developing a new framework for the sector through ChangeUp and the Capacity Builders investment within the short time scales demanded by Government.

The next year is likely to be as challenging given that, following the Lyons Inquiry and the local government white paper, the success of local government will be dependent on local authority relationships with local community, voluntary and social enterprises.

The challenge for local authorities is that they move from being service providers to being the leaders who develop 'people and place' in their localities. This will require them to be strategic and to work in partnership with the business and the voluntary sectors. If the statutory sector is focused on 'people and place' then they will need some support in reaching out to people and in building relationships within and across communities. It is small independent organisations and the voluntary sector that have experience of reaching out and that can add value to the process; if the sector is excluded from strategic planning at a local level, then local authorities themselves will fail. Local Area Agreements offer opportunities for

all voluntary sector agencies to get more involved in strategic direction, particularly through support agencies such as GMCVO. We aim to find new ways of sharing knowledge across the sector and of building bridges between the sector, communities and Government. This will require trust on all sides. It is this process – which is the basis of democracy and citizenship – that the trustees of GMCVO are as concerned about as much as service provision.

Voluntary organisations and social enterprise need to flex their muscles and become more confident. We must set our own agenda, just as local authorities must start to renegotiate their targets, in order to resist top-down direction. The challenge for all of us is in being clear in what we want to achieve. If the 'devolution' process is to work then statutory agencies will need to work much more closely with the sector. GMCVO aims to monitor this process, not only to support local agencies but to support local communities and to make a difference to the quality of life in the sub-region.

## Dr. Su Maddock

Chair

### **GREATER MANCHESTER'S VITAL VOLUNTARY SECTOR: THE FACTS**

- Includes over 10,000 organisations, 6% of the national sector
- Is the largest and most diverse outside London
- Is involved in health, housing, transport, employment, media, care, education, the environment, training, campaigning and much more
- Employs 36,000 paid staff (3% of the Greater Manchester workforce) and 1.2 million volunteers
- Owns assets worth £4 billion and has an annual income of £1.6 billion
- Springs from the collective passion of the people of Greater Manchester, underpinning every aspect of our lives

# MAKING A DIFFERENCE

For those with a deeper interest, we have reported fully on all our activities within the Annual Financial Statements, in both words and figures. This has certainly been an exciting year for GMCVO. We have undertaken some projects involving the whole organisation, and many smaller scale activities, and at both extremes we are proud to have undertaken some really innovative work.

But for most readers – and for myself – the more interesting question is: "What difference did it all make?"

This is a difficult question for 'infrastructure' organisations like GMCVO. How can we measure the extent of our own contribution to our aim of building and sustaining a strong, diverse and influential voluntary sector in Greater Manchester when so many others are working to similar goals? And what about impact that is felt only months or years after our original intervention?

All the same, we must try to answer the question. In the following pages we have outlined some of the differences we think we have made, under the broad categories of Supporting Infrastructure; Building the Capacity of the Voluntary Sector; Representing the Sector and its Clients; and Understanding and Promoting the Sector. We have produced our Financial Statements in the same format, so we know how much resource has gone into each area of activity, and also into the communications systems and governance that underpin them. It's not perfect, but I hope it begins to give some answers.

GMCVO would be nothing without its partnerships. We rely on the efforts and goodwill of hundreds of people within and beyond the voluntary sector of Greater Manchester, with whom we share our aim and to whom I extend heartfelt thanks for your time, energy and support: our staff, trustees and associates; our funders; our members; our advisers; colleagues from other infrastructure organisations; members of the Voluntary Sector Support (ChangeUp) consortium and the Learning Consortium; and everyone who has been involved in any of our projects. Together, in small but important ways, we are making Greater Manchester a better place to be. This is what the voluntary sector is for.

GMCVO has become a well-resourced and sustainable organisation with strong partnerships at all levels. As the Greater Manchester voluntary sector 'hub' and the lead body for some high profile sub-regional projects we have gained a national reputation, and are able to give a voice to Greater Manchester at a national level. We are led at strategic level by a strong board of trustees and interest in our work and opportunities for growth and diversification continue to increase. We look forward to another year of challenging and worthwhile work.

## Alex Whinnom

Director



*The Greater Manchester Infrastructure Conference in October 2005 brought together 70 chief officers of infrastructure organisations in Greater Manchester, colleagues working in other areas of the country, representatives of the emerging national 'hubs' and the Home Office Active Communities Directorate (ACD), the funders of the programme.*

## SUPPORTING INFRASTRUCTURE

This includes the support, development, capacity-building and co-ordination of voluntary sector infrastructure organisations and services in Greater Manchester; relationships with regional and national infrastructure; dissemination of information about infrastructure services; representation of sub-regional infrastructure organisations.

Outputs	Key Targets	Achieved
Meetings of CVS chief officers	5	5
Briefings and advice to infrastructure staff	324	194
CVS staff conference delegates (this was organised by Tameside Third Sector Coalition and funded through ChangeUp)		161
Organisations in membership of VSS (ChangeUp) consortium		145
Projects commissioned through ChangeUp		75
Attendances at VSS consortium meetings		203
Participation in VSS steering groups		102
Membership of Learning Consortium		42
Strategic meetings with national infrastructure organisations		43

### Outcomes

- Closer/new working relationships between all those working to provide infrastructure in GM
- High level of engagement in the planning and delivery of the ChangeUp programme
- The development of the Learning Consortium, intended to enable voluntary sector learning providers to secure additional resources
- Increased knowledge about the GM voluntary sector and its infrastructure
- Extensions to existing services and piloting

of new services in response to the identified needs of frontline voluntary organisations

- Improved ICT capacity in infrastructure organisations

**12% of our resources was spent on this area of work. This excludes ChangeUp funding passed to other organisations.** (see pp28/29)

## TRANSFORMING THE PROVISION OF INFRASTRUCTURE SERVICES IN GREATER MANCHESTER

The implementation of the ChangeUp strategy in Greater Manchester has been exciting, rewarding and challenging in equal measures. We are generally very proud of what has been achieved in a short time, in particular of our successes in effective partnership-building, inclusivity, strategic investment and the constructive, timely deployment of available funding. Our consortium has gained a national reputation for its energy and good practice, and in March 2006 we were delighted to receive a visit from Ben Jupp, Head of the Active Communities Unit.

The Greater Manchester sub-regional infrastructure consortium for ChangeUp (now branded as Voluntary Sector Support or VSS) was a large partnership of 145 organisations, of which around 50 formed the core decision-making body. This comprised voluntary sector infrastructure organisations, voluntary sector infrastructure service providers, public sector stakeholders, special interest advisers and representatives of the BME communities. For a full list of members see pp 26/27.

In the process of producing the document submitted in application for funding in 2005/06, VSS developed and formally endorsed a 10-year vision for the transformation of the infrastructure organisations and services of Greater Manchester. Priorities for the 'Year One Action Plan' were set within this context. At the time we had no guarantee of any further funding, and the priorities set were therefore mainly strategic, intended to lay the foundations for a new way of partnership working on which we could build in the future.

### **The main areas of work were:**

- Development of local infrastructure consortia within each of the 10 districts
- Initial mapping of the sector and its infrastructure (see p 22)
- Developing and co-ordinating the work of specialist infrastructure providers
- Developing and piloting a case management protocol
- Mapping and engaging infrastructure and potential infrastructure based within black and minority ethnic communities (see p 6)
- Capital investment in ICT equipment and knowledge (see p 7)

- Capital investment in premises used to deliver services to the voluntary sector (see p 8)
- Projects around each of the six ChangeUp themes (governance, volunteering, workforce development, performance improvement, ICT and finance), some in partnership with national ChangeUp 'hubs' (see p 8)
- A number of projects to plug known gaps in service provision and/or to undertake further research into need (see p 9)

Besides the information published here, a number of detailed reports are available through the new VSS website [www.gmvss.net](http://www.gmvss.net)

In total we invested £1.4m in over 70 projects, commissioned from over 40 different organisations and contributing to eight main strands of work. In addition, we undertook an infrastructure conference; commissioned a major independent evaluation of consortium membership, structures and processes; produced publicity materials and information for frontline organisations; and agreed a common 'brand' for infrastructure service providers.

The programme was delivered as planned, to time, and with full deployment of available resources. Attendance at consortium meetings reduced over the year, but a strong core of people remained committed to continuing debate as well as to programme delivery. We made substantial progress against our high-level aims. We look forward to the future with enthusiasm.

Referring to ICT Hub Conference, Blackpool:

**"Thanks you for all your help in making yesterday's conference such as success. This has set a new benchmark for us which I suspect will be hard to beat"**

Nicola Thompson, Head of the ICT Hub

## ADDRESSING THE SUPPORT NEEDS OF BLACK AND ETHNIC MINORITY GROUPS

The support and engagement of black and minority ethnic (BME) communities within the voluntary sector was identified as an important area of work for the VSS consortium in 2005/06 and remains a priority for 2006/07. Based on recent research into the needs of these groups, a well-attended *BME Brainstorming* event and lengthy debate, the consortium agreed on a project intended to build relationships with and between all those involved in supporting the BME voluntary sector. A dedicated officer was appointed to develop the involvement of BME-led organisations in the provision and signposting of infrastructure services to the sector, and to assist all VSS members to ensure the needs of BME communities are fed into strategic plans, service delivery and monitoring. The project will enhance collaboration and partnership working and enable BME-led voluntary organisations and infrastructure service providers to develop good working relationships and to share skills and best practice.

In addition GMCVO and Manchester Council for Community Relations (MCCR) carried out a mapping exercise of BME infrastructure in Greater Manchester to assess the existence and nature of voluntary sector infrastructure that is owned and led by BME communities. This included national infrastructure organisations operating in the Greater Manchester area and organisations that would not typically be classified as infrastructure, but that fulfil certain infrastructure functions, such as acting as a gateway to other BME organisations. In total,

over 100 BME-led organisations providing infrastructure services to BME communities in Greater Manchester were identified.

Positive outcomes so far have been the establishment of a Diversity steering group, and the investment of 8 per cent in 2005/06 and 16 per cent in 2006/07 of ChangeUp funding directly into BME-led organisations. In general terms, the opening of a dialogue at strategic level between mainstream and BME specialist sector is significant and we look forward to all BME infrastructure service providers becoming members of the VSS consortium.

*BME Brainstorming* brought together 30 diverse organisations from across Greater Manchester in July 2005 to look at ways of improving BME communities' access to infrastructure services. The purpose of the event was to inform the work of the VSS consortium. The issues and ideas developed at the event contributed to the first planning phase of the BME Access Project strand within the Greater Manchester ChangeUp Action Plan and identified some of the key players who could work together to deliver the project. The event allowed us to receive advice, information and suggestions from those most affected, including existing infrastructure organisations - both generic providers and those that specialise in supporting BME groups; frontline voluntary and community BME groups that might wish to access support services; and perhaps most crucially, gateway organisations that might act as bridges, contact points, outreach points, signposts etc to facilitate the relationship between support users and support providers.

## INCREASING THE EFFECTIVENESS OF INFRASTRUCTURE ORGANISATIONS THROUGH BETTER ICT

ICT was identified as a key area for development by the VSS consortium since we considered effective partnership working, case-working, data-sharing, service delivery, shared resources and monitoring could not be achieved without excellent ICT support. A significant two-phase programme of investment was carried out that aimed to increase the effective use of ICT in infrastructure organisations, improve the quality of services and increase the level of skills within the infrastructure to manage and support ICT resources. Both phases of the project were delivered in partnership with Manchester Community Information Network (MCIN).

The first phase was an audit of ICT provision (hardware, software, databases, web presence, ICT skills, support contracts, etc) in a range of infrastructure organisations in Greater Manchester. The audit provided extensive information on current equipment and skills levels and a broad picture of how resources are used and managed. There was seen to be enormous potential and great commitment to use ICT more effectively both for internal and

external communication and service delivery, and to enable us to work more strategically with each other.

The second phase built on the work of the audit to undertake strategic investment in ICT hardware, software, skills and strategic management for 33 key organisations. We also undertook research into available data-sharing software and developed the Voluntary Sector Support website ([www.gmvss.net](http://www.gmvss.net)). It is hoped that the site will become the online virtual workspace for voluntary sector staff from infrastructure organisations as well as acting as a directory of support services and providing information about the Greater Manchester sector.

The project also lays the foundations for a potential 'Circuit Riders Plus' scheme that will enable ICT strategic development and management skills, technical skills and skills in using ICT to be cascaded to frontline voluntary sector organisations.

## ENABLING INFRASTRUCTURE STAFF TO NETWORK

GMCVO hosts and services a number of infrastructure staff networks, allowing people from diverse organisations doing similar work to meet for learning, sharing and peer support. Besides maintaining existing networks for CVS chief officers, funding advice workers and ICT support providers, we established a new network for trainers working within the sector.

The **Voluntary Sector Trainers Network** events, *Climbing Outside your own Bubble*, allowed over 50 people working in this area of the sector to meet together in October 2005 and March 2006, share good practice and explore new ideas.

## IMPROVING VOLUNTEER DEVELOPMENT SERVICES THROUGH COLLABORATION

The VSS consortium delivered two projects that aimed to improve volunteering services in Greater Manchester. The first project focused specifically on the district of Manchester which despite having the largest sector and being centrally situated did not have its own volunteer service. It enabled the local consortium to plan and pilot a service for the area.

The second project was led by Tameside Volunteer Centre and based on a partnership of seven existing volunteer development agencies from Bolton, Oldham, Rochdale, Salford, Stockport, Tameside and Trafford. Bury CVS and Voluntary Action Manchester also participated

in the project. The project mapped gaps in the provision of volunteering infrastructure services, developed models for information sharing and best practice development and identified possible areas of joint working (such as marketing, quality, opportunity development, work with sub-regional partners). These measures will lead to more consistent levels of quality and commonality of policy, procedures, branding, monitoring and evaluation; and it is hoped that a sub-regional volunteering infrastructure can be developed to improve collaboration and representation on policy and lobbying issues and to increase the potential for greater funding stability in the longer term.

## IMPROVING VOLUNTARY SECTOR BUILDINGS

Over the last year the VSS consortium invested in improvements to 16 buildings and facilities used by frontline groups in Greater Manchester by increasing accessibility, refurbishing public areas and improving environmental/green good practice, health, safety and security. The programme included an audit of eleven strategic "hub" buildings (one per district, one Greater Manchester) to assess the availability of a suitable building to function as a physical resource for the local sector. The majority received capital investment along with a number of other important service access points. In Bolton we were able to support the purchase of new premises enabling all local infrastructure providers to come together in one place, achieving economies of scale and a "one stop shop" for the local sector. Other districts are planning similar projects.

The work carried out so far has helped towards the aim of creating a network of physical hubs in good accessible premises that offer effective outreach and adjustments to reach and serve all groups requiring support. A common "brand" for signage was agreed.



## IMPROVING THE ACCESSIBILITY OF INFRASTRUCTURE SERVICES

VSS commissioned several diversity / access projects. These included research into the issues faced by disabled people's groups and lesbian, gay, bi-sexual and trans (LGBT) groups when accessing infrastructure support; and a project to improve support to refugees and asylum seekers. All of these are significant minorities within the Greater Manchester population.

### ● Support for disabled people

Manchester Disabled People's Access Group published a report that identifies what services are currently offered by infrastructure organisations in five districts of Greater Manchester to reach, support and develop disabled people's participation and to help meet the duties of voluntary and community organisations under the Disability Discrimination Act.

Recommendations in the research include improvements in access to buildings, services, events, information and websites as well as suggestions for future work for VSS.

### ● Support for lesbian, gay, bi-sexual and trans people

The Lesbian and Gay Foundation carried out a scoping exercise of mainstream and specialist infrastructure organisations to assess the support offered to frontline LGBT organisations in Greater Manchester. The research will act as a starting point in developing effective partnership working

between CVS and other mainstream and specialist infrastructure organisations in supporting frontline LGBT service providers.

### ● Support for refugees and asylum seekers

A report from a conference in September 2004, *Building New Lives in the North West* (funded through ChangeUp "Early Spend") highlighted the unique needs of refugee-led groups and the barriers they face to accessing mainstream services.

Acknowledging these findings the VSS consortium commissioned a partnership of refugee support agencies (Refugee Action, Manchester Refugee Support Network and The Evelyn Oldfield Unit) to address some of the issues. The project produced information packs for groups outlining support available and a directory of refugee-led groups for distribution to infrastructure providers. A series of networking meetings across Greater Manchester culminated in a conference in April 2006. The project also produced a development strategy to ensure that support to refugee community organisations in Greater Manchester is better co-ordinated in future. Overall, the project has helped to raise awareness. Refugee-led organisations and groups are more able to access support, whilst infrastructure organisations are better equipped to engage with refugee-led groups and communities.

## EXTENDING AND CREATING NEW INFRASTRUCTURE SERVICES

Research carried out under ChangeUp 'Early Spend' identified some gaps in infrastructure service provision. The VSS consortium was able to invest in the development and piloting of two of these. Greater Manchester Pay and Employment Rights Advice Service (GMPERAS – formerly Greater Manchester Low Pay Unit) was commissioned to develop a service offering legal and personnel support to voluntary organisations. Working in partnership with a private sector solicitor, GMPERAS piloted a service including information, advice and training sessions and CRB checks. Feedback demonstrated that organisations feel better-equipped and more confident about dealing with employment issues and have a better understanding of the law and the legal requirements of employers in the sector.

Another project enabled the Manchester-based Community Accountancy Service (CAS) to set up a part-time physical presence at local delivery points in four other Greater Manchester boroughs to deliver services to over 60 groups that had not been able to access community accountancy services before. The project also gave CAS an opportunity to explore relationships with Oldham Community Accountancy Service - the only other provider in the sub-region – as well as other community accountancy projects nationally. As a result, there now exist better working relationships with partners in the sub-region and on a national level, and CAS has become involved in the strategic development and sustainability of community accountancy projects.



*Launch of the Greater Manchester Learning Consortium*

## BUILDING THE CAPACITY OF THE VOLUNTARY SECTOR

This includes the support, development and capacity-building of Greater Manchester voluntary sector organisations and networks; including training, education, sharing of good practice, consultancy work; dissemination of resources including information.

Training is a large element of this area of work, but we have also worked intensively with some specialist sub-sectors, and gone a long way towards the establishment of a new procurement consortium for learning providers. St Thomas Centre continues to be successful, functioning both as a well-used and loved conference venue, and an important showcase for the Greater Manchester sector.

Outputs	Key Targets	Achieved
Articles and news items added to website	60	350
Publication of policy journal	6	6
People undertaking Train the Trainer qualifications	24	43
People undertaking NVQ3 Management qualifications	36	22
People undertaking ILM Management qualifications	60	85
People undertaking NVQ Assessor qualifications	10	5
Membership of managers peer support network	35	36
Organisations given legal/management advice	15	65
Attendances at 'Supporting People' training courses	120	275
Attendances at events and one-day conferences	300	503
Users of St Thomas Centre	4,000	5,863
Events and meetings hosted at St Thomas Centre	500	435
Voluntary sector users of print and design services		123

### Outcomes

- The opportunity for people working in the voluntary sector in GM to be better informed about issues affecting their work
- Increased skills and knowledge within the sector at management level
- A developing culture of personal and professional development within the sector
- A developing culture of networking and shared learning that both fosters and crosses geographic and sub-sectoral interest groups
- Increasing use of the St Thomas Centre by the GM public sector, Government department representatives and national infrastructure wishing to engage with GM voluntary sector groups

**47% of our resources was spent on this area of work.**  
(see pp28/29)

## PROVIDING THE RIGHT INFORMATION IN THE RIGHT FORMATS

GMCVO's role is to provide a range of information tailored to the needs of the Greater Manchester sector. We seek to complement local newsletters and news available from national sources by focusing on sub-regional activities and offering a Greater Manchester slant on national and regional policy and good practice issues.

Since its launch in 2004 the bi-monthly *Journal* had established itself as our main vehicle for policy news and information, plugging the gap between the mainly local news produced by CVSs and reports of national developments contained elsewhere. By carrying regular updates in the *Journal* on our projects and activities and encouraging feedback on our plans, we have also been able to engage the sector more in our work.

The *Journal* continued to be one of the main benefits of membership, and during 2005/06 printed copies of each issue were sent to around 180 members. However, it was also made available on our website where it could be viewed for free. During the year we covered several topical areas - marketing, research, social enterprise, personal development, how Government works and using ICT effectively. In each case we drew out issues or implications for the sector in Greater Manchester. These 'features' were also re-packaged as briefings, posted on the website and sent to colleagues in the local CVSs.

Towards the end of year, we decided that dissemination of news and policy / good practice analysis would be better served by two separate publications: in April 2006, the *Journal* was replaced by a bi-monthly policy briefing and a monthly news bulletin, known as *Issues* and *Digest* respectively. These publications are both available in printed formats to paying subscribers, but we have started to use electronic methods – notably e-mail networks – to disseminate them more widely; by June 2006, over 500 organisations had signed up to receive e-alerts to our news and information. By re-defining our output and disseminating it in both printed and electronic formats, we believe that more groups are getting improved access to better targeted news and information affecting Greater Manchester's voluntary sector. This, in turn, is enabling voluntary sector organisations to carry out their roles more effectively.

Referring to our new electronic newsletter:

**"This is excellent. Why didn't you do it before?"**

**"I just wanted to let you know that I really enjoyed the article by Alf Dubs about lobbying parliament and also the article about 'working with your local authority'. Both were full of really practical suggestions and useful insights into how government works and I think they would both be very useful for many voluntary organisations"**

## HELPING VOLUNTARY SECTOR LEADERS TO DEVELOP THEIR SKILLS

Many managers and chief executives working in the voluntary and community sector do not have specific management qualifications. The roles they undertake are extremely demanding and varied, there are therefore many skills gaps. GMCVO is attempting to address some of the issues presented through the provision of management training.

During the year 25 participants who had enrolled on the Level 3 Management NVQ training and five enrolled on the NVQ Assessor Award completed their studies and qualified. Organisations were able to identify areas of weakness in their management structures and remedy them. These ranged from effectively managing staff and volunteers to complex resource management.

The Managers Network, open to all graduates from our training programmes, has continued to flourish and now has 47 members. It has proved an excellent source of continuing professional development, with sessions including *Business Planning Skills* and *Effective Time Management in Practice*.

Comments from participants included:

**"It was good to have time to reflect on my role",  
"Great tips for positive thinking",  
"The networking was very useful"**

The Training the Trainer course has continued to be extremely popular and additionally this

**"Clearly, the provision of quality training to people in the voluntary sector is of great value. And I wish you continued success in this important work"**

Keith Barnes, Government Office for the North West

year we have delivered bespoke courses to organisations that have wanted to provide training skills to a significant cohort of their staff. In total 68 people working within the Greater Manchester voluntary sector have been trained this year.

Following on from our success in 2004/05, the Learning and Skills Council has provided funding to enable a further 79 people to undertake the Level 2 ILM Team Leader Award qualification and another 140 people to undertake the Level 3 ILM First Line Management qualification. This project runs until the end of December 2007 and by that time it is expected that 150 voluntary and community groups will have benefited from the training and support provided to their workers.

A culture of personal and professional development is being fostered within the sector because of the large number of organisations that have taken part and the benefits they gained from participation in formal training and networking. This is evident from the rapidly growing numbers of people attending both the Managers and Training network events and the waiting lists we are now holding for training programmes.

A Speed Networking event facilitated the making of effective links with local partners. It introduced the possibility of utilising the 'speed networking' approach to increase the number of people accessing appropriate Skills for Life provision and realising their full potential.

Over the course of a morning this event enabled a wide range of representatives from 15 voluntary and community organisations in Greater Manchester to be introduced to around 20 providers of Skills for Life training, sharing details to facilitate working together.

## ENABLING VOLUNTARY SECTOR LEARNING PROVIDERS TO ACCESS MAINSTREAM FUNDING

Historically, voluntary sector learning providers have obtained Learning and Skills Council (LSC) funding only through competitive bidding rounds or through franchises from further education colleges. The first offers short-term projects only; the second is subject to high administration charges. GMCVO has been in discussion with the Greater Manchester LSC for two years over the idea of voluntary sector learning providers acquiring 'mainstream' LSC resources in order to benefit people who would not otherwise access learning. This will soon be possible.

The national LSC *Working Together* strategy gave Greater Manchester LSC and GMCVO the context within which to develop a strategy (formally accepted in June 2005) for collaborative working between the LSC and the voluntary and community sector. This document highlights that the LSC sees the sector as a key partner in achieving its objectives, enabling it to reach core-target individuals, many of whom have been educationally excluded.

As a consequence of this, the LSC approached us to develop and become the lead body for a voluntary sector consortium that would have 'preferred provider' status equal to further education colleges. The Consortium was officially launched in September 2005.

The Consortium now comprises 42 organisations – some of them very small learning providers working with severely marginalised and excluded client groups. In March 2006 an elected steering group was formed from the membership, which is developing a full policy and membership prospectus for the Consortium. A strategic business plan will be prepared in early 2007, with a view to obtaining funding contracts for delivery from September the same year.

Our unique model for this procurement consortium, based on a local infrastructure lead body and a cluster model for delivery enabling the inclusion of very small providers, has elicited interest both from LSC nationally and from other Greater Manchester public sector organisations interested in letting contracts to the voluntary sector.

### The key aims of the Consortium are:

- To give a strong single voice to voluntary sector learning providers, allowing them to represent the needs of their client groups to those who make strategic decisions about learning opportunities
- To enable consortium members to share good practice, share resources and collaborate on service delivery
- To enable members to secure funding and resources, both individually and collectively
- To drive up the quality of the services offered through joint capacity building, benchmarking and peer learning
- To assist new, inexperienced organisations in touch with excluded client groups to develop and deliver appropriate learning services, ensuring the consortium reflects the diversity of Greater Manchester

## PROVIDING TRAINING FOR ORGANISATIONS INVOLVED IN "SUPPORTING PEOPLE"

During this year we continued to provide a wide range of specialist training to Supporting People (SP) funded provider organisations across the North West. These organisations support people practically and emotionally whilst they regain their independence after a period of homelessness or trauma, and support people who wish to remain living in their own homes as they get older or recover from illness. We ran 28 open access courses at GMCVO and responded to a further 14 requests for in-house training, which took place all over the North West.

We have been concerned for some time about the lack of accredited training designed especially for this sector, as most people working in SP do not hold a health and social care qualification and would like to gain recognition for their learning and experience. In order to

rectify this we began to work with providers and local authority SP teams on a group of seven courses covering all of the national SP quality standards. Each course provides 20 hours of face-to-face and work-based learning and can be awarded at either level two or three depending upon the learner. During next year the North West Open College Network will accredit this work, and we hope to pilot them to the sector in 2007.

All the SP work we undertake at present is self-financing. During the course of the coming year we will continue to seek funding to develop our work into a voluntary sector Housing Resource Unit. This will enable us to expand our current training work into a much-needed independent policy, advice and representative role.

## COMMUNITY DEVELOPMENT IN THE RURAL FRINGES

This year saw extension of the Defra Rural Social and Community Programme (RSCP) to cover "semi-sparsely-populated" areas, which now includes the outside edges of Greater Manchester. The RSCP looks to build the capacity of the voluntary sector in rural areas to tackle social exclusion. The VSS consortium in Greater Manchester was the preferred partner for the RSCP as allocation must be given to a cross-sector partnership.

As lead body of the VSS consortium, GMCVO is leading on the work and has developed a business plan for a rural resource unit, which will initially operate from April 2006 to March 2008.

The overall priority in year one will be to build up

a geographic picture of rural Greater Manchester, district by district, using mapping and research techniques. From this, we will begin to identify a network of contacts with an interest in rural issues or able to influence rural development, and establish the Greater Manchester Rural Resource Unit as the point of co-ordination for rural community development in the sub-region.

The priority in year two will be to draw together the acquired knowledge and understanding of the issues affecting rural Greater Manchester and to draft a cohesive Greater Manchester Rural Plan which covers all 10 districts. The plan will include an evaluation of the success of the Resource Unit, highlight needs and make recommendations as to future resource allocations and strategic direction.

## NETWORKING THE GROWING COMMUNITY RADIO SECTOR

GMCVO brought together more than 30 delegates from local community radio stations and other bodies in Greater Manchester with an interest in community radio for the launch of the UK's first network of community radio stations at an event on 23rd September 2005. The event provided an opportunity to discuss funding and other issues such as lobbying and partnership work, and to explore how to overcome common problems by sharing skills, knowledge and resources. The main speaker at the launch event was Zane Ibrahim, the anti-apartheid activist and

founder of the first African community radio station, Bush Radio in Cape Town, South Africa. Other speakers were from the Association of Greater Manchester Authorities (AGMA) and the Manchester Digital Development Agency (MDDA). We held a second event in December, with similar success, and further meetings were held during 2006. As a result of these events there is a better networked and informed community radio sector in Greater Manchester that is sharing skills and resources and working in partnership.

## SHARING ICT GOOD PRACTICE ACROSS THE NORTH WEST

We brought our *Five Counties Project* to a successful conclusion in summer 2006. This was a partnership of sub-regional infrastructure organisations from the five sub-regions of the North West, serviced by a part-time officer employed by GMCVO.

The establishment of relationships and contacts right across the region was invaluable as we plunged into the ChangeUp agenda, enabling the larger urban consortia to offer support and resources to the rural counties; it has also allowed the rural consortia to assist the urban counties to undertake 'rural proofing' and prepare for DeFRA investment; and has enabled us to work jointly to ensure the interests of the sub-regions are represented at regional level.

In Greater Manchester we were able to implement part of the GM ICT Strategy for the voluntary sector, through deployment of

£355,000 of ChangeUp funding, and assist with the ChangeUp investment in the other four counties. We undertook an analysis of the ChangeUp ICT investment plans to look for opportunities for collaboration, and secured funding from the regional ChangeUp pot for the Five Counties officer to provide help to the ChangeUp ICT lead bodies and to co-ordinate and support the deployment of the ChangeUp ICT funding.

Lloyds TSB Foundation, which provided the funding for *Five Counties*, considers this to be the most effective project ever funded through its Collaborative Programme.

During the year we completed delivery of the five main strands of work:

- **The delivery of an accredited ICT management training module**

In partnership with 3TC in Merseyside and Community Futures in Lancashire we finalised and ILM-accredited the course, and secured funding from the national ChangeUp ICT Hub to train the trainers. The course was developed to meet a need within the sector identified through research by the Barings Foundation and Liverpool John Moores University and will enable non-expert chief officers of organisations to plan, manage and budget for their ICT requirements

- **Dissemination of work done on data protection audit and procedures**

We produced and piloted a toolkit for voluntary organisations to use to create their own data protection procedures and policies, an area about which many organisations feel uncertain.

- **Dissemination of work done on creating corporate IT filing systems**

We also produced a toolkit for organising electronic information into a corporate structure.

- **Co-ordination of e-communities networks**

e-communities networks were developed in all five sub-regions, and ICT development strategies agreed in three. These networks enable all voluntary sector ICT service providers to collaborate and to represent the needs of the sector to Digital Development Agencies.

- **Development of mechanisms for sharing electronic data**

Initial work carried out under this strand was picked up and developed under ChangeUp (see p 7)

All resources developed under *Five Counties* are jointly owned by the partners, who will be able to use them freely to assist voluntary organisations in their areas.

## ST THOMAS CENTRE - A MODERN CONFERENCE CENTRE FOR THE GREATER MANCHESTER VOLUNTARY SECTOR

Following the signing of a 25-year lease in June 2004, last year gave us the first full year as masters of our own ship. It was therefore pleasing that following successful bids to both the Big Lottery Fund and ChangeUp we were able to carry out much-needed refurbishment to the Reception and Conference Rooms, including the installation of new audio visual equipment, an upgraded PA and loop system, and improved air conditioning. Not only did this help to move our facilities in line with what is required of a modern conference centre, but it also responded to the most frequent comments of our users. At the same time a new alarm system and automatic doors helped to resolve some health & safety and accessibility issues.

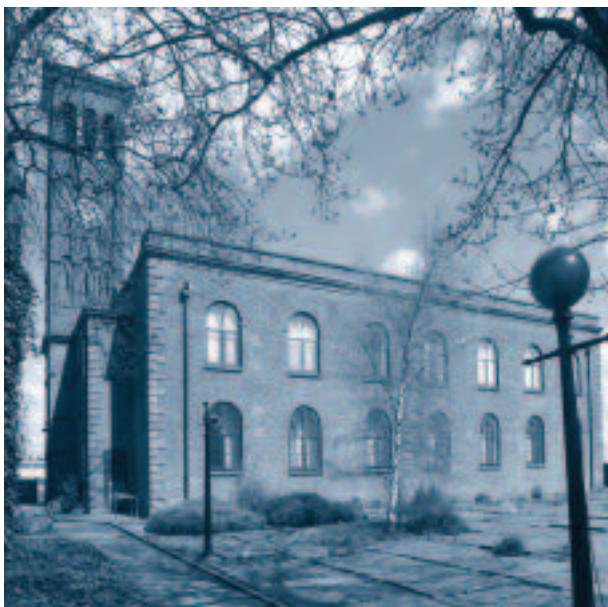
The Centre increased turnover by 9.8% over the previous year, with the catering service increasing profitability by 24%. We held 519 events (up by 21%) attended by 8,098 delegates (over 600 more than the previous year). The net result was an increased surplus of nearly £11,000, to put towards future investment.

Apart from being the venue of choice for well over 50 voluntary sector users during the year, GMCVO also benefits from having use of the Centre's facilities for its own events and training

courses, and the Centre attracts a wide range of national infrastructure organisations and public sector organisations wishing to reach an audience of local voluntary organisations.

The major redevelopment of the Centre, which is required to ensure its future sustainability, also moved closer to fruition with the provision of a feasibility study, which has enabled us to seek planning permission in 2006/07. The plans comprise the building of a new wing as well as modifications to the interior of the existing building.

The Print Unit, which provides an excellent service to GMCVO as well as to the voluntary sector and local businesses, went through a process of necessary change and has finished the year in a strong position. Following personnel changes we now have an experienced staff dedicated to the future of the business augmented by an apprentice, and are ready and able to move the business forward.





*Audit commission consultation with the voluntary sector about the Greater Manchester Health Strategy.*

## REPRESENTING THE VOLUNTARY SECTOR

This includes the formal and informal representation of the interests, concerns and needs of the Greater Manchester voluntary sector and its clients within relevant forums and with relevant organisations at sub-regional, regional and national levels; development and brokering of cross-sector partnerships; dissemination of information about policy issues; responding to consultation and/or enabling relevant voluntary sector organisations and their clients to respond.

This is an area of work that is growing in significance, and where we are beginning to see some real evidence of our effectiveness.

	Key Targets	Achieved
Policy networks maintained	7	12
Organisations in membership of thematic policy networks	700	405
Policy briefings and analyses distributed to network members	24	42
Attendances at e-communities group	12	17
Formal responses to policy consultation	8	19
Focus groups and face-to-face consultations facilitated		6
GMCVO representative attendances at strategic meetings	58	130

### Outcomes

- Voluntary organisations enabled to influence policy-making in several areas including transport, health, housing and economic strategy
- Improved awareness within the sector of changes and proposed changes in policy affecting their work in GM
- Improved accountability of GMCVO when speaking on behalf of the sector

**16% of our resources was spent on this area of work.**

(see pp28/29)

## GIVING A VOICE TO THE GREATER MANCHESTER SECTOR

GMCVO undertook a wide range of representational work on behalf of the voluntary sector and its clients. This includes being the voice of the sector at sub-regional, regional and national policy forums, enabling sections of the sector to influence policy-makers directly, and responding to consultations on behalf of the sector. We represent the sector at the Greater Manchester Forum, a partnership of public, private and voluntary organisations committed to the delivery of the Greater Manchester Strategy.

It is often difficult to judge the impact of representational work, since other individuals and organisations may be lobbying on similar grounds, and the effects of discussions or papers may not be felt immediately. However some highlights of the year included:

- The specific inclusion of the voluntary sector within the NW Regional Economic Strategy and the Greater Manchester Action Plan, opening the way for voluntary organisations to be involved in the delivery of the programme.
- Enabling voluntary sector organisations to influence the Greater Manchester Local Transport Plan (see p 19)
- Enabling voluntary sector organisations with an interest in health to contribute to the Audit Commission review of the Greater Manchester Health Strategy, resulting in many recommendations on how the statutory health sector can work more effectively with the voluntary sector (see p 20)
- Enabling users of homelessness and supported housing services to give their views on an ODPM review of the future of the Supporting People programme *Creating Sustainable Communities: Supporting Independence* (see p 20)

Increasingly GMCVO is finding it necessary to forge links at national level, in order to ensure that the needs and views of the Greater Manchester sector, which are often quite different from those of larger London-based agencies, are effectively represented to Government. We work closely with national

infrastructure, especially NCVO, NAVCA (formerly NACVS) and ACEVO, and the GMCVO Director is a member of the Infrastructure National Partnership, an advisory body to Capacity Builders.

In order to enable us to undertake accountable representation we host 12 Greater Manchester 'thematic networks' that are interested in influencing Government and statutory sector policy and practice or sharing good practice and information, or both.

- Housing and homelessness
- Health and social care
- Transport
- Environment
- Community arts
- Crime prevention and care of offenders
- Learning and skills
- Trustees
- Voluntary sector managers
- ICT specialists (e-communities)
- Community transport operators
- Community radio providers

## INFLUENCING TRANSPORT PLANS

GMCVO's Transport Resource Unit (TRU) works with a network of voluntary sector groups in order that they are able to enter into discussion with statutory authorities for the purpose of influencing transport planning, policy and practice. Groups in the TRU Transport Network include those that provide services to and represent disadvantaged neighbourhoods, generate community confidence or are innovative in their particular field.

Last year we committed ourselves to developing the Network to 100 organisations from across Greater Manchester's voluntary sector.

Throughout the year we met and exceeded that target to 118 organisations. This enabled us to consult more widely and accountably on transport issues affecting the voluntary sector.

We carried out a general survey of the Transport Network in June 2005 to identify key issues of member organisations. Following the survey, we developed a strategy to better target consultation with the sector and to make future consultation undertakings more effective.

Strategies we influenced included the second Greater Manchester Local Transport Plan (see separate panel) and the Government's new concessionary fares scheme. As a result of our input, the local transport plan organisers revised walking targets to make them more robust. We also added weight to the decision by GMPTA to include free rail and tram travel in the concessionary fares scheme. We contributed to various GMPTE-led projects and consultation exercises, including the Integrated Social Needs Transport and North Manchester Travel Needs projects.

Throughout the year TRU also participated in consultation undertaken by the NWDA and GONW. We fed into consultations undertaken by national voluntary sector bodies including Transport 2000 and Living Streets.

We developed and piloted two community studies in Manchester (Northern Moor and Charlestown) to build groups' capacity to identify and rectify specific transport problems. The Charlestown group influenced a bus company to reroute services to North Manchester General Hospital and the Northern Moor group influenced the Brooklands Ward Transport Plan.

During the year TRU continued to provide support to the Greater Manchester Community Transport Operators Forum. In March 2006 the Forum became formally constituted in order to provide future sustainability.

In March 2006, TRU, the Community Transport Association and GM Community Transport Operators Forum partners began a ChangeUp-funded marketing and outreach project to voluntary sector organisations in areas where there is a perceived gap in community transport provision. The results of this project will assist Forum partners in developing their services to meet need.

The **Local Transport Plan** (LTP) is a five-year plan required for each transport authority across the UK. The first LTP finished in 2006 with the second plan developed throughout 2005/06. Our Transport Resource Unit held a consultation event which attracted 23 representatives of voluntary sector groups with an interest in local transport across Greater Manchester. The event involved presentations from the LTP developers and workshops to discuss specific issues – such as cycling, walking, bus travel, and community transport. The results from the event were provided to the plan developers to inform a better outcome for the LTP 2006-11.

## TACKLING HEALTH INEQUALITIES

Early in the year we were invited to take a seat on the steering group of the Audit Commission's review of the Greater Manchester Strategy for addressing health inequalities. Other members of the steering group included representatives from the Association of Greater Manchester Primary Care Trusts, the Greater Manchester Acute Trusts Chief Executives Group and the ten local authorities. The sub-region has some of the poorest health indicators in the country, with life expectancy some five years below the national average. The aim of this review, therefore, is to improve services and reduce health inequalities.

As part of the Audit Commission's review, we organised and hosted a closed workshop on commissioning with the voluntary sector, which took place in February 2006. Twelve voluntary sector health and social care providers attended and were given the opportunity to voice their opinions on, and experiences of, the commissioning process.

Many of the attendees raised concerns that the voluntary sector is not taken seriously as a partner, suffers from instability of funding and does not have effective channels of communication with the statutory sector, particularly the NHS.

As a result of this event the Audit Commission was able to identify areas for improvement and collate this into a report. The findings from this report led the Audit Commission to identify improving statutory engagement with the voluntary sector as a key priority. This will involve an in-depth examination of the commissioning process to see how health and social care services can be better planned and delivered, with stronger partnerships across the sectors. We continue to work with the Audit Commission as the review progresses.

## ENABLING USERS OF HOUSING WITH SUPPORT TO GIVE THEIR VIEWS ON GOVERNMENT POLICY

During the year the Government (ODPM) consulted on the future of the national "Supporting People" (SP) strategy. We decided that as well as organisations responding it was important to ask service users their views on the difference housing support had made to them. So in February, working in partnership with the ten local authority SP teams and the ODPM, we hosted an ambitious event which brought together 85 service users and support staff from all over Greater Manchester to feed directly into the ODPM review – the only such event nationally.

Working with professional actors through two pieces of interactive drama, a 'video box' and feedback exercises, we explored how good housing support could benefit the lives of a family with a child with severe learning

difficulties and a homeless young person. Inevitably people connected with the actors and their resulting responses were charged with the emotion of their own life experiences. They discussed how support services have made a difference to their lives, what services they think are needed and how services can be improved.

A representative from ODPM was present throughout the day. We worked with a film company to produce a DVD of the event, *Act Out*, which we submitted as a consultation response to Government along with a written report. The video is available on our website at [www.gmcvo.org.uk/actout.wmv](http://www.gmcvo.org.uk/actout.wmv).



*The St Thomas centre has become an important showcase and networking venue for the Greater Manchester voluntary sector.*

## UNDERSTANDING AND PROMOTING THE VOLUNTARY SECTOR

This includes undertaking, commissioning or co-ordinating research about the voluntary sector of Greater Manchester; correlation and interpretation of research findings; dissemination of findings to relevant audiences; general promotion of the voluntary sector, especially Greater Manchester sector to relevant stakeholders, including evidencing the value of the sector and enabling it to secure resources.

	Key Targets	Achieved
Original research projects undertaken		2

### Outcomes

- Establishment of an academic standard research resource within GMCVO
- Provision of basic statistics about the voluntary sector and its contribution to employment and the economy in Greater Manchester
- Improved awareness by public sector partners of the role and potential role of voluntary sector organisations in creating social and economic inclusion, giving a voice to excluded people and/or delivering services (especially Primary Care Trusts, Learning and Skills Council, Probation Authority)

**11% of our resources was spent on this area of work.**

(see pp28/29)



## VOLUNTARY SECTOR RESEARCH: ENABLING BETTER PLANNING AND PARTNERSHIPS

There is increasing interest in voluntary sector research and a growing emphasis on evidence as a basis for funding and business planning in the voluntary sector. But although there are a number of organisations that publish research about the voluntary sector at a national level, there is a lack of data and co-ordination of information at a more local level. Yet the Greater Manchester sector is known to be exceptionally large and diverse, and Greater Manchester a very significant city region. In July 2005, therefore, we appointed a Researcher with the intention of addressing this issue, and to empower other organisations to do likewise. We have already carried out two major research projects.

**"The GMCVO-hosted '*Using Research*' event was excellent"**

Libby Warren, NACVS

### Mapping Greater Manchester's infrastructure

We conducted a mapping exercise of Greater Manchester's voluntary sector infrastructure on behalf of the Voluntary Sector Support (VSS) consortium. We found that the Greater Manchester sector is currently estimated to comprise more than 10,000 organisations. These organisations are assisted by 40 support agencies, both generic and specialised, which employed a total of 546 paid staff. In 2004/05 support agencies across the 10 districts provided services in more than 12,000 cases. However, the research also revealed that the infrastructure is still adapting to the new challenges brought about by the changing service delivery environment and that the expertise and guidance voluntary groups need to deal with Government contracts and employing staff is insufficient to meet the demand.

The publication, *Spinning the Spider's Web*, can be accessed via the GMCVO website at: [www.gmcvo.org.uk/uploaded/spider.pdf](http://www.gmcvo.org.uk/uploaded/spider.pdf)

The research led to a better understanding of the sector in Greater Manchester and brought gaps and shortages in infrastructure provision to the attention of the VSS consortium to inform future planning and co-ordination.

### Engaging the voluntary sector in mentoring for ex-offenders

Greater Manchester Probation Authority (GMPA), in response to changes in practice resulting from the National Offender Management System, commissioned us to research the feasibility of engaging voluntary organisations in providing mentoring services to ex-offenders. The research examined organisations' willingness to work with this client group, as well as their capacity and support needs in order to take on contracts. The project succeeded in highlighting potential opportunities to voluntary groups, while showcasing for GMPA the large amount of interest and expertise among voluntary groups in Greater Manchester. Based on this information, GMPA invited the organisations to discuss ways of working together and overcoming the obstacles that had been outlined in the report. In this regard, the research formed a starting point for GMPA's engagement with a wider range of voluntary groups.

Commenting on the research project, Celia Jammeh, GMPA Partnerships Manager, said: "It has felt like a truly shared piece of work, 'proper partnership'! ... It is clear, easy to read, flows well, data available, audit-trailable (in terms of your decisions) and a joy overall""

**"I would not hesitate to recommend your services to others for this type of work"**

Barbara Bate, Greater Manchester Probation

# DELIVERY SYSTEMS

This work underpins the delivery work above - development and maintenance of GMCVO contacts lists, knowledge base, promotional materials, communications channels; also the development and maintenance of ICT and systems required to support them

Outputs	Key Targets	Achieved
Visits to GMCVO website	8,000	21,600
Number of 'unique visitors' to GMCVO website	5,500	5,464
Number of contacts maintained on GMCVO database	6,000	6,007

## Outcomes

- Improved reach with more organisations aware of the services GMCVO provides

**13% of our resources was spent on this area of work.**

(see pp28/29)



# GOVERNANCE

This includes recruiting and supporting trustees, governance meetings, annual reports and production and audit of accounts; recruiting and supporting members, and ensuring the probity and effectiveness of the organisation.

Outputs	Key Targets	Achieved
Organisations and individuals in membership of GMCVO	400	189

## Outcomes

- Competitive election held for membership of GMCVO Board reflecting the calibre of the Board and the reputation of GMCVO
- Strong engagement by trustees in the development of a new Strategic Business Plan for 2007 onwards

**2% of our resources was spent on this area of work.**

(see pp28/29)

## ENSURING WE HAVE A PROPER MANDATE FROM OUR USERS

We work in an area inhabited by over 10,000 voluntary organisations, but our membership base has for many years not exceeded a couple of hundred. Although we work with the whole sector, we believe a more robust formal endorsement of our activities and policy responses is necessary if we are to represent the sector effectively on sub-regional issues. The desire to form stronger and more extensive links with voluntary organisations and other partner agencies – and so build a more powerful and coherent voice for the sector – required a review of our membership criteria. Membership charges were reduced dramatically, membership categories were

simplified and the benefits of membership were enhanced and clarified.

By the end of the year, the new arrangements and membership leaflets were in place and the membership campaign was underway. Early indications were very encouraging, and after only three months into the new financial year, our membership had already passed the 160 mark. And with regular recruitment drives planned for the ensuing year, we plan to get much closer to our target of 500 members by the end of 2006/07. See the About GMCVO section on the website ([www.gmcvo.org.uk](http://www.gmcvo.org.uk)) for further membership information.

### Five good reasons to join GMCVO:

- working together to build a strong, diverse and influential sector in Greater Manchester
- having your say on decisions that affect your organisation
- knowing what is going on through our news digest and policy journal
- building new contacts with other organisations
- receiving discounts on our services

# MEMBERSHIPS/PEOPLE/FINANCES

## GMCVO Staff (August 2006)

<b>Alex Whinnom</b>	Director
<b>Andrew Ward</b>	Facilities and Business Manager
<b>Annie Freiha</b>	ChangeUp Administration Officer
<b>Ben Warren</b>	Training Centre Co-ordinator
<b>Chris Heard</b>	ChangeUp Project Officer
<b>Darren Aylwin</b>	Building Supervisor
<b>David Sutcliffe</b>	Policy and Information Officer
<b>Dharmila Velji</b>	ChangeUp Monitoring Officer
<b>Filipina Moore</b>	Development Officer (Transport Resource Unit)
<b>Greg Evans</b>	Apprentice Printer
<b>Gregory Crouch</b>	Access Network Officer (from April 2006)
<b>Jackie Cowman</b>	Finance Officer
<b>John Hannen</b>	Communications Development Manager
<b>Karen Rigg</b>	Training Development Manager (from June 2006)
<b>Kathy Rigby</b>	Records and Personnel Administration Officer
<b>Lesley Wild</b>	Finance Manager
<b>Louise Speakman</b>	Conference Centre Co-ordinator
<b>Marie Matlak</b>	Printer
<b>Melissa Parsons</b>	Development Officer (Rural Resource Unit) (from June 2006)
<b>Oliver Gibson</b>	Communications Media and ICT Officer
<b>Paula Hall</b>	Graphic Designer
<b>Pauline Baker</b>	Five Counties ICT Officer
<b>Roupa Singh</b>	Caterer
<b>Susan Barrett</b>	Systems Administration Officer
<b>Susanne Martikke</b>	Researcher
<b>Tanya Coutts</b>	Operations Manager

Thanks also to the following who worked for us during 2005/06:

### Staff

Anna Varley Jones  
David Stokoe  
Fiona DiTondi  
Helen McKee  
Kelly Pastore  
Lisa Dickinson  
Nora Brinkley  
Natalie Chadelat  
Rob Lowe  
Serena Tramonti

### Associates

Bev Taylor  
Eileen Hoyle  
Gordon McGuire  
John Knowles  
Jonathon Lord  
Jude Dale  
Marie Hurley  
Melanie Windle  
Nicola Daley  
Patricia Dearnaley  
Rick Gwilt  
Sarah Forster  
Sheila Robins  
Stuart Sorrenson

## Honorary Officers and Board Members 2005/06

**Su Maddock**  
(Chair)

**Stephen Little**  
(Vice Chair) (elected October 2005)

**David Black**  
(Honorary Treasurer)

**Councillor Bill Risby**  
(AGMA representative)

**Caroline Beard**  
(elected October 2005)

**Claire Hoang**

**Elma Plant**

**Hanif Bobat**

**Jane Greenhalgh**

**Kin Cheng**

**Martin Miller**  
(elected October 2005)

**Mohammed Saleem**

Adrian Carridice-Davids  
(stood down October 2005)

Khan Moghal  
(resigned October 2005)

Milly Chadband  
(resigned October 2005)

Trevor Dixon  
(resigned October 2005)

membership/people/finance

## GMCVO MEMBERS AND ASSOCIATES 2005/06

### Full Members

42nd Street  
 African and Caribbean Mental Health Services  
 Age Concern (Salford)  
 Age Concern (Stockport)  
 Age Concern (Tameside)  
 Age Concern (Trafford)  
 AKSA Housing  
 Alcohol and Drug Services  
 Alternatives to Violence Project Greater Manchester  
 Arts Council England, North West  
 Asian Elder's Resource Centre  
 ASSIST  
 Autistic Society Greater Manchester  
 Barnardos North West Homelessness  
 Black Health Agency  
 Blackburn, Darwen and District Women's Aid  
 Bolton Bond Board  
 Bolton Libraries  
 Brain and Spinal Injury Charity (BASIC)  
 Broughton Trust, The  
 Bully Free Zone  
 Burnage Multi-Agency Group  
 Burnley Women's Refuge Association  
 Bury and District Disabled Advisory Council  
 Business in the Community  
 Cancer Aid and Listening Line  
 Central Manchester Women's Aid  
 Cheetham Hill Advice Centre  
 Chorlton Workshop  
 Church Action on Poverty  
 Combined Hospitals Citizen Advice Bureau  
 Commitment in Communities  
 Community Regeneration Ltd  
 Community Technical Aid Centre Ltd  
 Community Transport Association UK  
 Contact a Family North West  
 Co-operative Foundation, The  
 Copperdale Trust  
 Creative Support Ltd  
 Development Education Project  
 Disability Information and Advice Line Oldham  
 Douglas Valley Community Ltd  
 East Manchester Community Forum  
 Fairbridge in Greater Manchester  
 Family Housing Association (Manchester)  
 Family Link Stockport Ltd  
 Federation of Local Supported Living Groups  
 Full Circle Arts  
 Gatehouse Publishing Charity Ltd  
 George House Trust  
 Glossop and District Volunteer Bureau  
 Greater Manchester Cerebral Palsy Society  
 Greater Manchester Coalition of Disabled People  
 Greater Manchester Common Purpose  
 Greater Manchester East County Scout Council  
 Greater Manchester Federation of Clubs for Young People  
 Greater Manchester Hazards Centre Ltd  
 Greater Manchester Industrial Mission  
 Greater Manchester Pay and Employment Rights Advice  
 Greater Manchester Police – Divisional and Partnership Support Unit  
 Greater Manchester Probation Area  
 Groundwork Oldham and Rochdale  
 Haulgh Community Partnership, The  
 HBHG Development Trust  
 Health and Advocacy Resource Project  
 Henshaw's Society for Blind People  
 Hindu Council North - UK  
 Immigration Advisory Service  
 Interlink Foundation  
 Ladybarn Community Association  
 Langley Theatre Workshop Ltd

Leigh Library  
 Lesbian Community Project  
 M13 Youth Project  
 Manchester Alliance for Community Care  
 Manchester Care and Repair Limited  
 Manchester Carers Centre  
 Manchester Chinese Centre  
 Manchester City Council - North Manchester Regeneration Team  
 Manchester Community Information Network  
 Manchester Community Research Factory  
 Manchester Council for Community Relations  
 Manchester Diocesan Board for Ministry and Society  
 Manchester Disabled People's Access Group  
 Manchester Jewish Community Centre  
 Manchester Jewish Federation  
 Manchester Methodist Housing Group  
 Manchester Residents Association  
 Manchester Settlement, The  
 Manchester Social Enterprise Forum  
 Manchester Student Volunteers  
 Manchester Women's Electronic Village Hall  
 Mencap - Ashton under Lyne  
 Message Trust, The  
 MIND (Manchester)  
 MIND (Tameside and Glossop)  
 MOL  
 Moss Side and Hulme Community Development Trust  
 Moss Side and Hulme Women's Action Forum  
 Moss Side Millennium Powerhouse  
 NCH (Family Mediation and Children's Support Services)  
 New Prospect Housing Ltd  
 North West Planning Aid  
 Northern Education and Resettlement Off the Record  
 Oldham Disability Alliance  
 Oldham Family Crisis Group  
 Oldham Independent Housing Aid Centre  
 Oldham Kickstart  
 Oldham Law Centre  
 Oldham Personal Advocacy Ltd  
 Pakistani Resource Centre  
 Partnership for Theological Education  
 People's History Museum  
 Pre-Retirement Association of Greater Manchester  
 Pre-School Learning Alliance Leyland  
 Prince's Trust, The  
 Rathbone (Leigh)  
 Real Deal (Middleton) Ltd  
 Refugee Action  
 Relate Greater Manchester South  
 Richmond Fellowship (St Anne's)  
 Roby, The  
 Rochdale Boroughwide Housing  
 Rochdale Federation of Tenants and Residents Associations  
 Rochdale Petrus Community  
 Rochdale Women's Refuge  
 Royal Schools for the Deaf, Manchester  
 Salford Crossroads - Caring for Carers  
 Salford Mental Health Citizens Advice Bureau  
 Salford Museum and Art Gallery  
 Salford Women's Aid  
 Save the Children  
 SCOPE (Manchester)  
 Shelter  
 Special Needs Under Fives Support  
 Spurgeon's Child Care (Swinton Families)  
 Stepping Stone Project  
 Stockport Community Transport  
 Stockport Sharecare  
 Stonham  
 Stroke Association, The  
 Sure Start Hyde Road  
 Tameside Women's Project Ltd  
 Third Sector Enterprises  
 Threshold Housing Project  
 Toucan Europe Limited  
 Trafford Metropolitan Borough Council – Estates and Property Section  
 Tung Sing Housing Association  
 Turning Point  
 UK Coalition Against Poverty  
 Venture Arts  
 Victim Support and Witness Service (City of Manchester)  
 Victim Support and Witness Service (Greater Manchester)  
 Victoria Baths Trust  
 Wai Yin Chinese Women's Society  
 Wardleworth Community Centre  
 West Pennine Housing Association  
 WFA Media and Cultural Centre  
 Wigan and Leigh Housing  
 Wigan Library  
 Wigan Metropolitan Borough Council - Community Engagement  
 Wigan Metropolitan Borough Council - Social Services  
 Willow Project  
 Women's Housing Action Group  
 Wythenshawe Regeneration Team, Manchester City Council

### Associate Members

Amicus  
 Children's Adventure Farm Trust  
 Co-operative Bank plc  
 East Devon Council for Voluntary Service  
 Faulkner, Mike  
 Hebden Bridge Nursery Action Group Ltd  
 Herunice Services  
 Lancaster Homeless Action Floating Support Team  
 Macclesfield Women's Aid  
 MacIntyre Care (Welshpool, Powys)  
 Merriweather Home Association  
 Mersey Basin Campaign  
 Oughtrington Community Association  
 Princess Royal Trust for Carers  
 SLEAP  
 Steps Charity Worldwide  
 Strong Roots Consultancy Ltd  
 Tenant Participation Advisory Service  
 Unity Trust Bank  
 Vale Royal Council for Voluntary Service  
 Warrington Community Care  
 Warrington Council for Voluntary Service  
 Waterhouse, Graham

## MEMBERS OF VOLUNTARY SECTOR SUPPORT (CHANGEUP) CONSORTIUM

'REFERENCE GROUP' 2005/06

These are voluntary sector Greater Manchester infrastructure service providers (including 'gateways'), plus public sector partners, associates from regional and national infrastructure, and some 'special interest' advisers. All listed have remained involved at some level during 2005/06 (see p 5)

42nd Street  
 Adsworth and Bridgehall SMBC  
 Age Concern (Bolton)  
 Age Concern (Manchester)  
 Age Concern (Metro Bury)  
 Age Concern (Oldham)  
 Age Concern (Salford)  
 Age Concern (Stockport)  
 Age Concern (Tameside)  
 Age Concern (Trafford)  
 Age Concern (Wigan)  
 AGMA Grants Unit  
 AGMA Policy and Research Unit  
 Albert Kennedy Trust  
 ALL Community Group Network  
 BiPhoria  
 Black Arts Alliance  
 Black Health Agency  
 Bolton and District Citizens Advice Bureau  
 Bolton Community Network  
 Bolton Community Transport and Furniture Services  
 Bolton District Council for Voluntary Service  
 Bolton Metropolitan Borough Council  
 Bolton Racial Equality Council  
 Bolton Volunteer Bureau  
 Breakthrough UK Ltd  
 Broad African Representative Council  
 Bury and District Disabled Advisory Council  
 Bury Citizens Advice Bureau  
 Bury Council for Voluntary Service  
 Bury Crossroads Caring for Carers  
 Bury Law Centre  
 Bury Metro Racial Equality Council  
 Bury Metro Volunteer Bureau  
 Bury Metropolitan Borough Council  
 Bury Society for Blind & Partially Sighted People  
 Charities Aid Foundation  
 Charities Evaluation Services  
 Charity Trustee Networks  
 Cheshire Community Council  
 Chorlton Workshop  
 Community Accountancy Service  
 Community Action Network (Manchester)  
 Community Arts North West  
 Community Exchange - Student Union  
 Community Foundation for Greater Manchester  
 Community Futures (Lancashire RCC)  
 Community Network for Manchester (CN4M)  
 Community Technical Aid Centre  
 Community Transport Manchester  
 Council for Voluntary Service Rochdale  
 Council of Ethnic Minority Voluntary Organisations  
 CSV Media  
 Cumbria Association of Councils for Voluntary Service  
 Douglas Valley Community Ltd  
 Emerge Recycling  
 Federation of Local Supported Living Groups  
 Government Office for the North West (Head Office)  
 Greater Manchester Bangladesh Association  
 Greater Manchester Connexions  
 Greater Manchester Federation of Clubs for Young People  
 Greater Manchester Hazards Centre Ltd

Greater Manchester Immigration Aid Unit  
 Greater Manchester Passenger Transport Authority  
 Greater Manchester Pay and Employment Rights Advice Service  
 Greater Manchester Probation Area  
 Greater Manchester Strategic Health Authority  
 Greater Manchester Trustees Network  
 Groundwork North West  
 Groundwork Oldham and Rochdale  
 Groundwork Wigan and Chorley  
 Halliwell Community Transport Association  
 Heywood New Heart Community Transport  
 Home Start (Bury)  
 Hurdles  
 Law Centres Federation  
 GM Learning and Skills Council  
 Legal Services Commission  
 Lesbian and Gay Foundation  
 Lesbian Community Project  
 Lloyds TSB Foundation  
 Manchester Alliance for Community Care  
 Manchester and District Transport for Sick Children  
 Manchester Area Resource Centre  
 Manchester City Council  
 Manchester Community Information Network  
 Manchester Council for Community Relations  
 Manchester Council for Community Relations  
 Manchester Digital Development Agency  
 Manchester Diocesan Board for Ministry and Society  
 Manchester Enterprises Ltd  
 Manchester Environmental Resource Centre Initiative  
 Manchester Oriental Organisations Alliance  
 Manchester Social Enterprises Forum  
 Manchester Support Refugee Network  
 Manchester Women's Electronic Village Hall  
 Manchester Youth Volunteer Project  
 Mersey Basin Trust  
 Merseyside Third Sector Technology Centre  
 National Council for Voluntary Organisations  
 National Mentoring and Befriending Foundation North West  
 New Deal for Communities  
 North Manchester Jewish Youth Project  
 North Manchester Law Centre  
 North West Planning Aid  
 Northern Education and Resettlement Information Service  
 Oldham Collective  
 Oldham Community Accountancy Services  
 Oldham Law Centre  
 Oldham Metropolitan Borough Council  
 Oldham Playwork and Childcare Association  
 Oldham Racial Equality Partnership  
 One North West  
 Partington and Cadishead Transport Cooperative  
 Point 2 Point CT  
 Re-Build (Bury)  
 Refugee Action  
 Relate - Bury, Oldham and Rochdale  
 Rochdale Centre for Diversity  
 Rochdale Law Centre  
 Rochdale Metropolitan Borough Council  
 RoFTRA  
 Salford City Council  
 Salford Community Network  
 Salford Community Transport  
 Salford Council for Voluntary Service  
 Salford Volunteer Bureau  
 Scarman Trust  
 Sefton Council for Voluntary Service  
 Self Help Services  
 Social Enterprise Development Initiative  
 South Manchester Law Centre  
 Stockport Citizens Advice Bureau  
 Stockport Community Transport  
 Stockport Council For Voluntary Service  
 Stockport Law Centre  
 Stockport Metropolitan Borough Council  
 Tameside Metropolitan Borough Council  
 Tameside Racial Equality Council  
 Tameside Third Sector Coalition  
 Tenant Participation Advisory Service  
 Third Sector Enterprises  
 Threshold Housing Project  
 Toucan Europe Limited  
 Trafford Council for Voluntary Service  
 Trafford Law Centre  
 University of Salford  
 Voluntary Action Cumbria  
 Voluntary Action Manchester  
 Voluntary Action Oldham  
 Voluntary Community Action Trafford  
 Voluntary Youth Manchester  
 Volunteer Centre Tameside  
 Volunteer Development Agency  
 Wigan and District Community Transport  
 Wigan and Leigh Council for Voluntary Service  
 Wigan Council for Voluntary Youth Services  
 Wigan Leisure and Culture Trust  
 Wigan Metropolitan Borough Council  
 Workers Educational Association (Manchester)  
 Wythenshawe Law Centre  
 Wythenshawe Mobile  
 Wythenshawe Voices

## GREATER MANCHESTER VOLUNTARY SECTOR LEARNING CONSORTIUM MEMBERS 2005/06

(see p 13)

Adult Community Education (Wigan) Ltd  
 Black Health Agency  
 Bolton CVS  
 Boltonwise  
 Brook  
 Broughton D@TAbase  
 Bury CVS  
 Centre for Church and Industry St Antony's Centre  
 Chorlton Workshop  
 Community Revival UK  
 Community Technical Aid Centre (CTAC)  
 CSV Media  
 Developing our Communities  
 Groundwork Oldham and Rochdale  
 Hannifa Community Initiative  
 Henshaw's Society for Blind People  
 Highway to Opportunities  
 Inspired Sisters  
 Kashmir Youth Project Kickstart  
 LDJ Community Project Services  
 Lesbian and Gay Foundation  
 Manchester Community Information Network  
 Manchester Community Outreach Project  
 Manchester Disabled People's Access Group  
 Manchester Women's Electronic Village Hall  
 Northern Education and Resettlement Information Service  
 Radio Regen  
 Rochdale CVS  
 Rochdale Federation of Tenants and Residents Association  
 Salford CVS  
 St John's Centre  
 Stockport CVS  
 Tameside Third Sector Coalition  
 The Monastery of St Francis and Gorton Trust Ltd  
 The Oak Project Oldham  
 Toucan Europe Ltd  
 Trinity House Community Resource Centre  
 Voluntary Community Action Trafford  
 Wai Yín Chinese Women's Association  
 Wigan and Leigh CVS  
 YMCA Training

## **CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES –**

(including INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31st MARCH 2006

	Unrestricted Funds £	Restricted Funds £	Total Funds 2006 £	Total Funds 2005 £
<b><u>INCOMING RESOURCES</u></b>				
<b>Incoming resources from charitable activities:</b>				
Grants receivable	236,801	1,969,657	2,206,458	682,214
Interest receivable	18,633	-	18,633	4,765
Consultancy and training fees	59,629	-	59,629	51,544
Other income	54,415	6,101	60,516	78,781
<b>Incoming resources from generated funds</b>				
Commercial trading	159,711	-	159,711	187,677
Interest receivable	261	-	261	203
Other income	560	-	560	-
<b>TOTAL INCOMING RESOURCES</b>	<b>530,010</b>	<b>1,975,758</b>	<b>2,505,768</b>	<b>1,005,184</b>
<b><u>RESOURCES EXPENDED</u></b>				
<b>Charitable activities</b>				
	287,244	1,815,614	2,102,858	677,207
<b>Cost of generating funds</b>				
Commercial trading	138,553	-	138,553	156,968
<b>Governance Costs</b>	<b>10,183</b>	<b>4,617</b>	<b>14,800</b>	<b>14,667</b>
<b>TOTAL RESOURCES EXPENDED</b>	<b>435,980</b>	<b>1,820,231</b>	<b>2,256,211</b>	<b>848,842</b>
Net incoming resources for the year	94,030	155,527	249,557	156,342
Balances brought forward	181,724	164,082	345,806	189,464
<b>Balances carried forward</b>	<b>275,754</b>	<b>319,609</b>	<b>595,363</b>	<b>345,806</b>

The charity has no recognised gains or losses other than the results for the year as set out above.

All of the activities of the charity are classed as continuing.

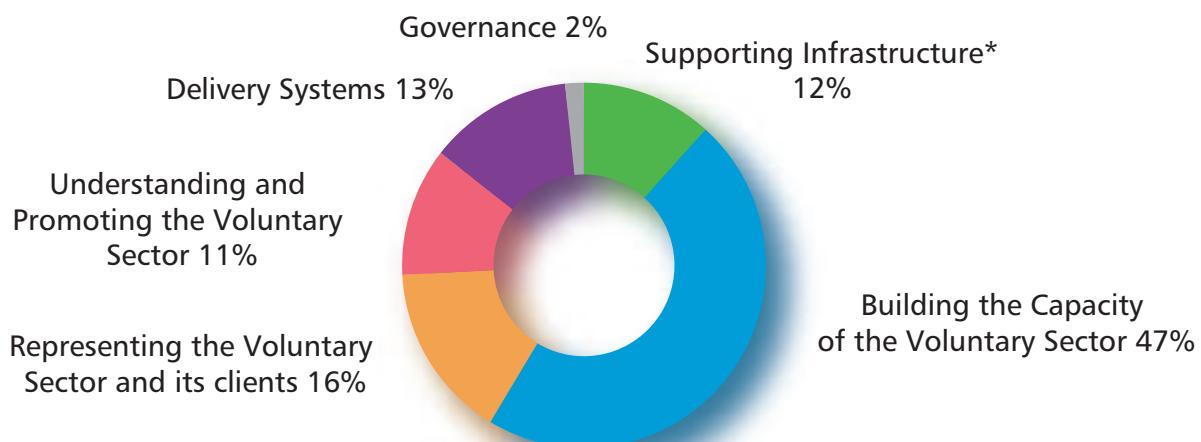
## **CONSOLIDATED BALANCE SHEET**

YEAR ENDED 31st MARCH 2006

	£	2006 £	2005 £
<b><u>FIXED ASSETS</u></b>			
Tangible assets			
		<u>62,385</u>	<u>58,105</u>
		<u>62,385</u>	<u>58,105</u>
<b><u>CURRENT ASSETS</u></b>			
Stocks		1,525	1,953
Debtors		160,782	220,113
Cash at bank and in hand		<u>782,161</u>	<u>202,095</u>
		<u>944,468</u>	<u>424,161</u>
<b><u>CREDITORS:</u></b>			
Amounts falling due within one year		<u>(411,488)</u>	<u>(136,458)</u>
<b><u>NET CURRENT ASSETS</u></b>			
Total assets less currant liabilities		<u>532,980</u>	<u>287,703</u>
<b><u>NET ASSETS</u></b>		<b><u>595,365</u></b>	<b><u>345,808</u></b>
<b><u>FUNDS</u></b>			
Unrestricted:			
Designated funds		25,000	20,000
General funds		250,756	161,726
Restricted		<u>319,609</u>	<u>164,082</u>
<b><u>TOTAL FUNDS</u></b>		<b><u>595,365</u></b>	<b><u>345,808</u></b>

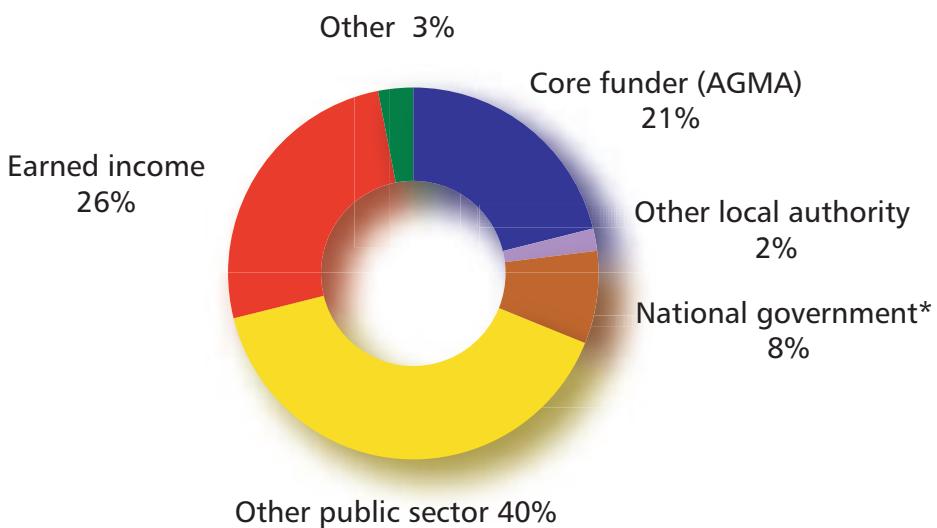
These financial statements have been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985. Please note that because of alterations to the Charity Commissions Statement of Recommended Practice, the format of the accounts has been altered and an exact comparison with published accounts for 2005 may not be possible.

## USE OF RESOURCES



\*NB this excludes ChangeUp funds passed to other organisations

## INCOME SOURCES



\*NB this excludes ChangeUp programme grant (£1.4m)

## GMCVO would like to thank all our funders:-

Association of Greater Manchester Authorities (AGMA) – our core funder  
 Greater Manchester Passenger Transport Authority  
 Greater Manchester Passenger Transport Executive  
 Greater Manchester Learning and Skills Council  
 Greater Manchester Probation Service  
 Manchester City Council  
 Lloyds TSB Foundation  
 Active Communities Directorate  
 Office of the Deputy Prime Minister  
 Department for Environment, Food and Rural Affairs  
 Government Office NW  
 NW Development Agency

## **Website**

Including news, information and policy analysis; resources and contacts [www.gmcvo.org.uk](http://www.gmcvo.org.uk)

## **Newsletter and policy journal**

Available on-line, by e-mail or as hard copy.

## **Research**

Original research into the voluntary sector; collation and dissemination of findings; network of voluntary sector researchers

## **Training and learning**

A range of accredited and specialist training including management qualifications; a managers network and a trustees network; consultancy services

## **Specialist support for organisations involved in Supporting People**

Open course programme and in-house training; pilot project on accredited training

## **Programme of conferences, lectures and events**

## **St Thomas Centre**

A fully equipped conference venue and meeting rooms, near the centre of Greater Manchester and fully accessible

## **ICT projects**

Greater Manchester e-communities network for ICT support agencies; 'Five Counties' projects for the dissemination of good practice and innovation in ICT between organisations in the NW; ICT management training; ICT access project

## **Print and design service**

Based in the St Thomas Centre, friendly service at competitive prices

## **Greater Manchester Transport Resource Unit**

Advises and enables voluntary and community groups to influence transport policy; support for community transport organisations.

## **Greater Manchester Rural Resource Unit**

A new unit (2006/07) to develop support for organisations in the more rural areas of Greater Manchester.

## **Greater Manchester Access Resource Unit**

Advises and enables voluntary and community groups to influence policy on health, housing and broader issues of access to public services.

## **Voluntary Sector Support (VSS)**

A partnership of organisations involved in providing support (infrastructure) to voluntary organisations, currently funded through ChangeUp  
[www.gmvss.net](http://www.gmvss.net)

## **Greater Manchester Learning Consortium**

A procurement consortium of training organisations, being developed in partnership with Greater Manchester Learning and Skills Council with the aim of securing mainstream contracts.



**GREATER MANCHESTER CENTRE FOR VOLUNTARY ORGANISATION**  
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**Website: [www.gmcvo.org.uk](http://www.gmcvo.org.uk)**



[www.gmvss.net](http://www.gmvss.net)

