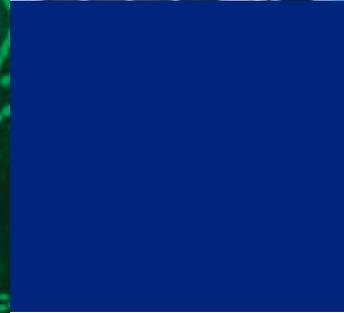
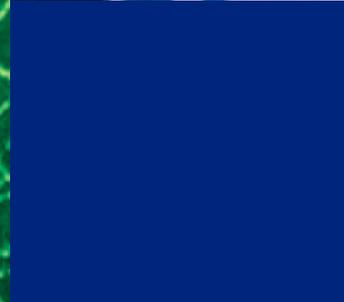


Spinning the Spider's Web



Mapping Greater Manchester
Voluntary and Community
Sector Infrastructure

Susanne Martikke
with Serena Tramonti





Spinning the Spider's Web

Mapping Greater Manchester
Voluntary and Community
Infrastructure

Susanne Martikke
with Serena Tramonti

Funded by: 
Funded by the Home Office



© 2005 GMCVO on behalf of the
Greater Manchester Infrastructure (ChangeUp) Consortium

Voluntary organisations wishing to photocopy or reproduce material may do so provided they acknowledge GMCVO's copyright and do not edit text.

St. Thomas Centre,
Ardwick Green North,
Manchester
M12 6FZ

Tel: 0161 277 1000
Fax: 0161 273 8296

Email: gmcvo@gmcvo.org.uk
Website: www.gmcvo.org.uk

Reg. Charity No. 504542
Company Limited by Guarantee
Reg. in England No. 1223344
Reg. Office as above

Greater Manchester Centre for Voluntary Organisation (GMCVO) is the voluntary and community sector infrastructure organisation for the sub-region of Greater Manchester. Our aim is to strengthen the voluntary and community sector, build bridges with other sectors, and influence local and national policy. Our work is representing, promoting and developing voluntary and community organisations, working in partnership with local, regional and national infrastructure. We are the sub-regional lead body for ChangeUp.

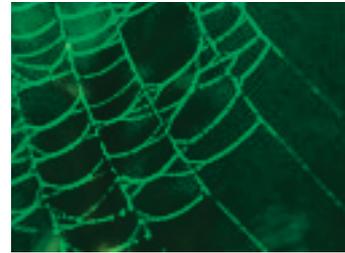
Designed and typeset by GMCVO Print Service



Table of Contents

| | |
|---|----|
| Introduction | 1 |
| Methodology | 2 |
| Local Service Provision | 5 |
| Bolton | 7 |
| Bury | 9 |
| Manchester | 11 |
| Oldham | 13 |
| Rochdale | 15 |
| Salford | 17 |
| Stockport | 19 |
| Tameside | 22 |
| Trafford | 25 |
| Wigan | 27 |
| Sub-regional Specialists | 29 |
| Infrastructure Service Provision | 29 |
| Funding of Sub-regional Specialist Infrastructure | 30 |
| Capacity of Sub-regional Specialist Infrastructure | 31 |
| Future Expectations | 32 |
| Sub-regional Service Provision | 34 |
| Services and Service Gaps | 34 |
| Capacity of Infrastructure | 35 |
| Funding | 35 |
| Staffing | 37 |
| Sub-regional Division of Labour | 38 |
| Findings | 40 |
| Appendix 1 | 41 |
| Local Infrastructure Organisations | 41 |
| Sub-regional Sub-sectorial Specialist Infrastructure Organisations | 41 |
| Sub-regional Specialist Infrastructure Organisations | 41 |
| Infrastructure Service Providers | 42 |
| Appendix 2—Questionnaires | 44 |
| Appendix 3—National and Regional Services | 56 |
| Appendix 4—Specialist Services | 67 |
| Appendix 5—List of Infrastructure Services in Greater Manchester | 73 |
| Appendix 6—Greater Manchester Overview of Service Availability | 77 |





Introduction

As part of the Home Office's ChangeUp initiative to improve the voluntary and community sector's (VCS) infrastructure, GMVCO took on the responsibility of conducting a mapping exercise of Greater Manchester VCS infrastructure services. The purpose of mapping service provision in the Greater Manchester sub-region is two-fold. Firstly, it will enable GMCVO, as lead body of the sub-regional ChangeUp consortium, to identify gaps in service provision that should be closed, and secondly, it will be a snapshot of what was in place at the beginning of ChangeUp, thereby establishing a baseline against which progress can be measured. With the results becoming available shortly before the formation of the new Capacity Builders agency, they will also be able to inform the new round of funding decisions that will have to be made.

The project began in July 2005. Characteristic of the generally very hurried early implementation phase of the ChangeUp strategy, the timetable for the project was tight, a circumstance that necessitated an accelerated process of identifying respondents and gathering information. As a result, the outcomes may not be as comprehensive as would have been desired. On the other hand, Greater Manchester as a comparatively well-organised sub-region with a functioning ChangeUp consortium in place was probably more conducive to such an approach than other areas might have been.

This report will begin by describing the methodology. It will then proceed to outline infrastructure service provision in each of the ten districts that make up the Greater Manchester sub-region, followed by a wider sub-regional view. The Appendix will contain information that is too detailed to be captured in a short report.



Methodology

Choosing the Respondents

Drawing on the local knowledge of the ten local consortium lead bodies, it became possible to generate a list of local infrastructure organisations and infrastructure service providers fairly quickly. (Appendix One) The cost of this accelerated process is, of course, that local preferences or perceptions about which organisations can rightfully call themselves infrastructure organisations may have got in the way of objectivity. On the other hand, the ten lead bodies have local expertise tapping into which seems only logical. In light of the time constraints, reasonable measures have been taken to prevent political preferences from clouding the research process. The list went through several rounds of revision and advice was sought from a steering group as well as from the ChangeUp reference group.

The process of choosing the respondents highlighted the difficulty of defining infrastructure and those organisations that provide it to the sector. Given the fact that the label “infrastructure” can have positive financial implications, coming up with a definition is a politically charged process. In addition, it is not often possible to draw a clear line between infrastructure organisations and frontline organisations. Infrastructure organisations sometimes provide services to individuals, and frontline organisations sometimes engage in service provision to other groups. The boundaries are thus fluid and it is to be expected that, as a financial benefit is attached to becoming more infrastructure-oriented, more organisations will try to take up infrastructure service provision. In acknowledgment of this reality, this research distinguishes between infrastructure organisations and infrastructure service providers. The former comprise organisations whose primary purpose is to provide services that maintain, sustain and/or develop other voluntary and community sector

organisations. Infrastructure service providers, on the other hand, are organisations that provide one or more meaningful infrastructure services to voluntary and community sector organisations on a regular and consistent basis, next to their original missions. In both cases, the definition does not include statutory or private sector providers. Instead, only organisations that are themselves part of the VCS and are properly constituted, as well as social enterprises are included.

In addition to local infrastructure, a list of infrastructure organisations that are specialists and work at a more sub-regional level was identified. GMCVO itself as a sub-regional body was well positioned to determine which organisations are engaged in infrastructure service provision that reaches beyond the confines of their local authority district. A two-tier definition was agreed at a July meeting of specialist infrastructure members of the ChangeUp consortium. According to this definition, specialist infrastructure specialises in a special skill or expertise, and sub-sectorial specialist infrastructure delivers infrastructure services to a specific target group. The organisations surveyed for the sub-regional portion of this report fell within this definition, in addition to operating at sub-regional level or aspiring to do so.



Typology of Greater Manchester VCS Infrastructure

| | |
|--|---|
| Infrastructure Organisations | VCS organisations whose primary purpose is to maintain, sustain and/or develop other VCS organisations |
| Local Infrastructure Organisations | VCS organisations that are locally owned and provide infrastructure services to VCS groups within their local district |
| Sub-regional Specialist Infrastructure Organisations | VCS organisations operating countywide or aspiring to do so and specialising in providing services to the sector that require a special skill or expertise |
| Sub-regional Sub-sectorial Specialist Infrastructure Organisations | VCS organisations operating countywide or aspiring to do so and delivering infrastructure services to a specific target group |
| Infrastructure Service Providers | VCS organisations that deliver one or more meaningful infrastructure services to VCS groups on a regular and consistent basis but whose primary focus is not on providing infrastructure services |

The Information Obtained

Information was solicited using three different questionnaires, (Appendix Two) one for generalist infrastructure, one for specialist infrastructure, and one for infrastructure service providers. The first two were long questionnaires, requesting detailed information about services, funding, staffing and clients. The latter one simply asked infrastructure providers to indicate which services they offer, to whom and at what price, if applicable. In addition, each of the local consortia was asked to submit baseline information about the VCS in their local district. Whereas most of the CVSS filled out the questionnaire alone, responses from the more specialised infrastructure organisations were obtained through in-person interviews. The infrastructure service providers were contacted by email.

The requested information could be obtained from all of the generalist infrastructure organisations. It was more difficult to engage the specialist

infrastructure. The survey was sent to 22 VCS organisations that had been identified as specialists. Only 13 replied with a completed questionnaire. Many said that they did not have the time to engage or that they were not able to complete any section of the questionnaire. As for the infrastructure service providers, 44 of 71 returned the questionnaire. The rest did not, despite repeated phone follow-up. The recipients of the detailed questionnaires did not always provide answers to all the questions and answered some questions sporadically. Apart from the issue of the completeness of responses, there is the issue of quality/consistency of responses given. It turns out that all organisations have individual ways of reporting information. One example is the responses to the question about the number of organisations served. Some organisations apparently count the number of organisations that use their services, while others report according to service type accessed. As a result, the numbers are not reliable or comparable across organisations.

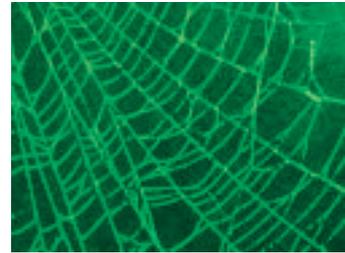


The extent of detail also varies widely, with some respondents giving detail on the types of services accessed and/or the intensity of the client-provider relationship and others just listing a flat number.

Another issue that coloured the information is the absence of a common language. The organisations were asked to identify their services themselves, rather than being given a tick list of services. This made it difficult to categorise the services in a way that properly reflects what these services actually look like in practice. In addition, this approach runs the risk of organisations not listing all of their services, but just the ones that came to mind at the time of filling out the survey. Other organisations may have listed all the services that they have ever provided, thus raising the possibility of a skewed picture when comparing service provision across local districts. The absence of a common language also influenced the responses to the question about funding composition. The question distinguished between core grant, other grants, service level agreements and contracts with local authority, other contracts, earned income, and donations. Organisations may have different definitions of what a core grant is, depending on whether they define core grant according to its function or according to a legal definition. In that context, some organisations may see a service level agreement with the local authority as their core grant.

Both incompleteness and incompatibility were issues when it came to the baseline information submitted by the ten local consortia. Here, there were obvious information gaps, revealing that satisfactory information about the VCS in the various local authority districts either does not exist or that the task of collecting it would exceed the CVSs capacity. The problem is compounded by the extreme diversity of the VCS and its lack of connection to the VCS infrastructure. There is not a single baseline but ten baselines. As such, the baseline information, while not telling the full story of the VCS in each district, nevertheless sheds light on the

fragmentation of the sector and on the knowledge deficits regarding voluntary and community activity. In addition, each local set of information can still provide a baseline against which future developments can be measured.



Local Service Provision

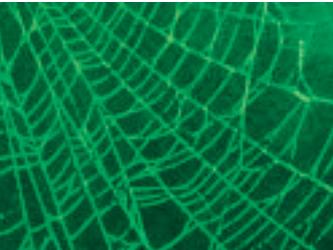
One of ChangeUp's guiding principles is to increasingly streamline infrastructure service provision, while still ensuring that services should be delivered as close as possible to local needs without creating unnecessary duplication. Local infrastructure is generally comprised of all organisations that provide infrastructure services to VCS organisations in any given local area. While some of them, such as the CVSs may be restricted to serve clients in only this one local area, others are sub-regional in character or aspiration and also serve clients in other areas. Additionally, specialist organisations that are only serving clients in or near their geographic location, frequently express a desire to expand the geographic reach of their services. Some national or regional organisations have local offices that render their services accessible to local groups that would otherwise not be able to benefit from them, if accessing these services required travel. (Please refer to Appendix Three for a list of national and regional organisations and their services) Of course, in times of the Internet, sometimes geographical distances are easily overcome and services, especially information and signposting services, discussion forums and policy updates, can be accessed by all who have a computer with Internet access. On the other hand, a premium remains attached to one-on-one support, which is why local service delivery and in-person advice continues to be crucial.

All locally situated infrastructure may not serve all of the local organisations equally, but rather specialise in serving only a segment. This is the case with membership organisations, as well as with organisations that specialise on serving a specific type of group. These are all factors that impact on the local availability of infrastructure support and have to be taken into account as part of a mapping exercise. Of course, even specialist groups that would be able and willing to expand their services to other

geographic areas or client groups, may not always have the capacity to do so.

As for the capacity of local infrastructure, it is reflected in funding and staff levels. However, the staff figures don't differentiate between core and project staff. Comparisons among local districts have only been made based on the ratio of staff to number of VCS organisations. Given the fact that infrastructure provision in each district is organised differently—i.e. in some cases the Volunteer Centre is a separate organisation and in others it is simply a function of a more generalist organisation—this comparative measure may not accurately reflect the capacity of local infrastructure. It should also be noted that many posts in infrastructure organisations are funded in the short-term and focus on very limited areas of work, a fact that creates uncertainty and results in patchy coverage in service delivery. In addition, every local district's VCS is different and, depending on its composition and stage of development, may require infrastructure of varying degrees of capacity and expertise.

Local VCs organisations sometimes have a tendency to ignore local boundaries and turn to Infrastructure located outside of their local district for support. It should be kept in mind that this does not necessarily indicate a lack of capacity or accessibility of local infrastructure, nor should it be understood to reflect negatively on the quality of the services offered locally. Rather, it may reflect the sometimes arbitrary nature of local boundaries.



Overview of the Ten Greater Manchester Districts

| District | Population* | Number of VCS groups | Number of VCS groups per 1000 population | Deprivation Index (1 to 354, 1 being the highest level and 354 the lowest level of deprivation)* | Population Density (per square kilometer)* | Number of infrastructure organisations | Number of infrastructure service providers |
|------------|-------------|----------------------|--|--|--|--|--|
| Bolton | 263,700 | 1358 | 5.1 | 50 | 1,871 | 1 | 4 |
| Bury | 181,700 | 300 | 1.6 | 97 | 1,823 | 1 | 0 |
| Manchester | 432,400 | 2000 | 4.6 | 2 | 3,652 | 15 | 21 |
| Oldham | 218,000 | 900 | 4.1 | 43 | 1,535 | 3 | 7 |
| Rochdale | 206,700 | 1200 | 5.8 | 25 | 1,305 | 2 | 3 |
| Salford | 216,400 | 974 | 4.5 | 12 | 2,224 | 2 | 9 |
| Stockport | 282,600 | 458 | 1.6 | 159 | 2,246 | 4 | 9 |
| Tameside | 213,600 | 800 | 3.7 | 49 | 2,063 | 2 | 3 |
| Trafford | 211,700 | 500 | 2.4 | 136 | 1,978 | 2 | 4 |
| Wigan | 303,900 | 1687 | 5.5 | 53 | 1,603 | 3 | 3 |

*Source: Neighbourhood Statistics. The Office for National Statistics, www.neighbourhood.statistics.gov.uk, accessed in August 2005.



Bolton

| | |
|---|------|
| Position on English Indices of Multiple Deprivation | 50 |
| Number of known VCS organisations | 1358 |
| Number of registered charities, IPSs, etc. | 297 |
| Number of constituted groups | 403 |
| Number of VCS organisations per 1000 residents | 5.1 |
| Number of known infrastructure organisations | 1 |
| Number of known infrastructure service providers | 4 |
| Number of BME groups | n/a |
| Number of staff employed in the sector | n/a |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | n/a |

According to baseline data provided by the CVS, Bolton has the third-largest voluntary and community sector (VCS) among the Greater Manchester local authority districts. It has the third highest concentration of VCS organisations by every 1000 residents in Greater Manchester, following Manchester and Wigan. However, Bolton CVS suspects that the actual number of constituted groups is much higher.

Bolton’s level of deprivation ranges in the most deprived third, along with most of the other Greater Manchester districts except for Trafford and Stockport, a fact that probably contributed to its high ratio of voluntary organisation. One factor that has reportedly led to more VCS growth in recent years is the arrival of asylum seekers from Africa, thus further bolstering the BME component of the Bolton VCS which is already sizeable according to the CVS. Definite numbers were not available, but Bolton CVS is in the process of producing a list in cooperation with the Bolton Racial Equality Council. The local ChangeUp consortium led by the CVS is also intending to use a variety of means to build data on local groups and their needs, as well as on funding provided by the statutory sector.

Funding to the VCS by the Statutory Sector

Current understanding of local authority and statutory agency funding of the Bolton VCS is patchy. As of June 2005, the known level of funding amounts to a total of £ 614,972 in service level agreements from the Bolton Chief Executive’s Department and the Bolton Metro Voluntary Grants Scheme, plus £397,000 in grants which are administered by Bolton CVS on behalf of a range of funders. The amount of funding reaching the sector from the various council departments is currently unknown.

Infrastructure Service Provision

Bolton CVS is the only infrastructure organisation in Bolton, and there are four infrastructure service providers, three of which returned our survey. Bolton CVS offers advice in the fields of setting up an organisation, finance, funding and ICT. In addition, it advises organisations on human resources issues and has volunteer bureau services, including training. The infrastructure service providers are mostly specialist in nature, either specialising on a



specific target group, such as tenants and residents associations and old people, or on a specific service, such as transport and furniture. There are clear gaps in Bolton's infrastructure. According to the local ChangeUp consortium, there is a shortage of legal advice concerning drawing up tailored legal documents when registering an organisation, employment law and good practice, contracts and service level agreements. More support is also needed with regard to property, construction and leases, as well as with everything relating to ICT. Though the Citizens Advice Bureau runs a consultancy and advice service on ICT, this is not sufficient for a big sector such as Bolton's. Based on this mapping exercise, Bolton infrastructure is also not supplying support on business or strategic planning, a key skill needed by VCS organisations if they are to build their capacity to function in a more competitive environment.

Capacity of Local Infrastructure

Another question is Bolton CVS's capacity to perform as the only infrastructure organisation serving a comparatively large local sector. Next to Salford CVS – which has a smaller sector to serve – it has the highest number of staff in Greater Manchester but this picture changes when one looks at the full-time equivalent of 18, which is the fourth-highest in Greater Manchester, but closely followed by four other organisations, some of which either do not serve their VCS alone or whose mission is restricted to supporting only a certain number of organisations. Judging by staff numbers, each employee would be responsible for more than 75 organisations to cover the whole sector, one of the highest ratios among the generalist organisations in Greater Manchester. It is hard to say whether this amounts to sufficient support for a sector under ever more pressure to professionalise.

Future Expectations

Two of the CVS-administered grant programmes, the Community and Community Learning Chests, are in question. One of the main gateways, Bolton Racial Equality Council, no longer has core funding. But funding insecurity also affects infrastructure support directly. Bolton CVS will see its funding expire for information, training and financial advice work, as well as for volunteer centre training and outreach. Its community development and involvement work in East Bolton will be affected by the end of Single Regeneration Budget 6 funding. It has submitted a bid to the Community Fund to replace the loss of European funding in 2006. The CVS also indicated Local Area Agreements as another possible new funding source.

Volunteer training is a highly demanded service according to Bolton CVS, and there is a need for financial services such as accountancy that can not be fully met at the local level at the moment. The CVS is the only organisation in Bolton which currently supplies these services. Therefore, it is a matter of concern that these services are threatened by funding insecurity. Currently, none of the other infrastructure service providers offers financial services to VCS organisations.



Bury

| | |
|---|-----------------|
| Position on English Indices of Multiple Deprivation | 97 |
| Number of known VCS organisations | 300 (estimated) |
| Number of registered charities, IPSs, etc. | 180 |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 1.6 |
| Number of known infrastructure organisations | 1 |
| Number of known infrastructure service providers | 0 |
| Number of BME groups | 5 |
| Number of staff employed in the sector | 500 |
| Number of volunteers employed by the sector | 1000 |
| Number of organisations employing staff | 42 |

The data provided by Bury CVS indicates that Bury’s VCS is the smallest in Greater Manchester. Per 1000 residents its concentration of VCS organisations ranks as the lowest in Greater Manchester along with Stockport.

Funding to the VCS by the Statutory Sector

Bury CVS characterised the sector it serves as well-established but underdeveloped, with one of the potential reasons being the fact that Bury does not qualify for Single Regeneration Budget funding on the same basis as neighbouring boroughs. Bury’s VCS is funded in roughly the same order as Bolton’s. It receives £830,000 from the local authority and £80,000 from the central government pot Invest to Save. However, rather than the amount of the investment in the sector, what is more important is the overall philosophy behind it. In this context, the Bury VCS identified the lack of strategic investment as a problem in its relations with the local authority and has begun working with the authority to review the way in which the sector is funded and supported.

Generally speaking, the local ChangeUp consortium had identified an over-reliance on short-term project funding as opposed to funding for core activities, which has not kept up with rising expenses and demands for increased professionalisation of VCS organisations. This had serious implications for the health of VCS organisations in Bury, which reported difficulties in recruiting and retaining qualified staff, as well as other staff and trustee management issues, including law suits. The issues that affect the sector in general are particularly challenging for the five known BME groups, and the consortium has identified a special need to support the development of the BME sub-sector.

Infrastructure Service Provision

Bury’s small VCS is matched by a similarly underdeveloped infrastructure. Not only is Bury CVS the sole infrastructure organisation serving the district, but it is not supported by any infrastructure service providers in this task either. It is providing services in the areas of funding advice and management, setting up an organisation, networking, and representation, as well as



support to special groups, such as BME, and women.

There are serious service gaps in the district's VCS infrastructure. Particularly in light of the above mentioned problems, employment law advice and human resources advice are sorely needed, as is support in board management. This is in addition to the more general gaps concerning other services that are needed to make VCS organisations healthier and more sustainable, such as ICT support, business and strategic planning support, volunteer recruitment services and training.

Capacity of Local Infrastructure

Being the only infrastructure organisation, Bury CVS's 7 staff members would each have to serve 50 organisations to serve all the organisations in Bury. This puts it in the same league with CVSs that are not the only infrastructure organisation or provider in their districts. Some organisations from the Bury VCS are reportedly supported by Bolton CVS and by Interlink in Salford. However, in the former case, this is an extremely small proportion (less than 1% of Bolton CVS's clients) and in the latter case, Interlink only serves orthodox Jewish organisations. Bury CVS served 200 organisations in 2004/05 overall. It is not clear whether this is a result of lack of capacity of the CVS or whether the sector in Bury just does not turn to the CVS as much as it should; but there is some reason to believe that the organisation's capacity to act as the sole infrastructure body in a sector that could use further development is strained.

Future Expectations

To make matters worse, Bury CVS also expects its funding and staffing levels to go down in the future. While it is currently still providing support to BME groups and to groups in East Bury, both projects are to be discontinued in 2006/07 and 2007/08

respectively. Given the need for further BME support identified by the Bury consortium, this would open yet another service gap in infrastructure support to the sector. Generally speaking, the VCS in Bury, as in other districts throughout Greater Manchester, is facing a local authority that is reassessing the ways in which it spends money and allocates contracts to the sector. An ongoing major review and redistribution of funds on the basis of priorities established in the community strategy might further shrink the sector. This situation places a premium on the types of services that are currently not available and which could otherwise improve the sector's ability to become more competitive, market its work to the priorities identified in the community strategy, and become a more attractive partner for the local authority. On the other hand, according to Bury CVS, an ongoing close dialogue with the local authority presents an opportunity to modernise the sector and address the issues described above.



Manchester

| | |
|---|--|
| Position on English Indices of Multiple Deprivation | 2 |
| Number of known VCS organisations | 2000 (estimated) |
| Number of registered charities, IPSs, etc. | n/a |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 4.6 |
| Number of known infrastructure organisations | 15 (including 14 sub-regional organisations) |
| Number of known infrastructure service providers | 21 |
| Number of BME groups | 750 (estimated) |
| Number of staff employed in the sector | n/a |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | n/a |

The VCS in Manchester is the largest in absolute number of VCS organisations, but only the fourth-largest in terms of VCS organisations per 1000 of population, roughly equal to that in Salford and followed by Bolton, Wigan, and Rochdale.

Little data about the VCS in Manchester, such as funding to the entire sector by the local authority, was available from the local ChangeUp consortium. The timeframe of this research did not allow any time for original enquiry into this subject.

Infrastructure Service Provision

A shift in funding from the Manchester City Council has had a major impact on the nature of infrastructure service provision in Manchester. Having lost its core funding, Voluntary Action Manchester (VAM), the only generalist infrastructure organisation in Manchester, is currently looking for a new role. Its old advisory and support functions have been assigned to the Scarman Trust, with implications for the sector. Firstly, the Scarman Trust is still establishing itself in the district, and secondly, its contract with the City Council only covers service

provision to groups with an income of less than £50,000 per year. Moreover, the replacement of an infrastructure organisation with many years of experience in supporting the Manchester VCS with a newcomer has added an additional layer of complication in a sector that is already characterised by a stunning complexity of infrastructure service provision. First steps have already been taken to coordinate this array of services by creating the Voluntary Support Services Agencies Network, but a simple glance at the array of infrastructure services provided in the district of Manchester shows that this is not a simple task.

A wide spectrum of organisations provide infrastructure services in Manchester, including the following:

- Infrastructure organisations specialising in providing a narrowly defined set of services to clients coming from more than one district
- Infrastructure organisations specialising on supporting a special group of organisations coming from more than one district
- One sub-regional generalist



infrastructure organisation

- National and regional infrastructure organisations that have offices in Manchester or run projects/provide services in areas of Greater Manchester (Appendix Three)
- Infrastructure service providers working in special geographic areas
- Infrastructure service providers serving a special target group
- Infrastructure service providers that specialise in delivering services to a special group of people but offer advice on issues incidental to their work, such as disability or diversity, to the entire sector

The emphasis in Manchester appears to be on specialisms, rather than general infrastructure support. Therefore, Manchester is clearly better off than other districts when it comes to such specialised support as finance, publicity and ICT, but it is lacking in the more general areas, such as for example information on how to set up an organisation. Two of the organisations that filled in questionnaires, MERCI and Manchester Refugee Support Network, currently offer this type of advice, but each of them has restrictions on which organisations they will serve, with one focusing on refugee organisations and the other on environmental organisations. Another area that surprisingly is under-represented is that of volunteers. Only one of the respondent organisations listed volunteer placement and this service refers only to placing young people as volunteers. Not surprisingly, Volunteer Centre Tameside reports serving clients from Manchester, among other neighbouring areas.

There is also a remarkable cluster of organisations serving emerging social enterprises compared to the other districts. Manchester's infrastructure also has a lot to offer when it comes to good policy and practice, which is probably a direct result of the diversity of the district and the large body of experience in dealing with diverse

communities. In the way of supporting special populations, Manchester has a good track record, however, one apparent gap is services targeted at older people's groups. The Progress Trust, which used to serve BME groups, no longer exists. However, there are a number of other BME service providers and sub-regional organisations serving BME groups.

Capacity of Local Infrastructure

Despite the remarkably wide range of services that is offered in the district of Manchester, there are a number of restrictions that have to be taken into account. Firstly, as mentioned above, the organisations that are geographically located there are in many cases not exclusively available to Manchester organisations nor are they necessarily available to all Manchester organisations, regardless of their mission. In addition, although many of the specialist infrastructure organisations would like to serve all of Greater Manchester, not all of them have the capacity to actually translate this desire into action. The capacity and range of activities of these organisations will be covered in a separate section.

Future Expectations

The situation in Manchester is in transition and future expectations in the sector are unclear. The capacity of generalist infrastructure in Manchester is in doubt. In 2004/05 VAM responded to 6050 phone enquiries alone and provided training to 417 groups. In the absence of this support and in the absence of a fully established generalist infrastructure organisation, it is questionable whether the demand for such services can be met fully and when this will happen. Currently, VAM is still administering the Community Chest and Community Learning Chest grants, but their future is currently uncertain as well.



Oldham

| | |
|---|-----------------|
| Position on English Indices of Multiple Deprivation | 43 |
| Number of known VCS organisations | 900 |
| Number of registered charities, IPSs, etc. | n/a |
| Number of constituted groups | 450 |
| Number of VCS organisations per 1000 residents | 4.1 |
| Number of known infrastructure organisations | 3 |
| Number of known infrastructure service providers | 7 |
| Number of BME groups | 120 (estimated) |
| Number of staff employed in the sector | 2,881 |
| Number of volunteers employed by the sector | 7,923 |
| Number of organisations employing staff | 450 (estimated) |

The data collected by a mapping study that Voluntary Action Oldham (VAO) commissioned from Shared Intelligence in 2004 suggests that Oldham's VCS is the sixth-largest in Greater Manchester, both in absolute numbers and per 1000 residents. Its density of VCS organisations is slightly lower than that of Salford and slightly higher than that of Tameside. VAO describes the sector as one with "a long and proud history of volunteering which is reflected across all cultures." Volunteers put in 90,000 hours per month, and the VCS employs 3.2% of the active workforce. Oldham is the only local ChangeUp consortium that was able to supply data on the number of rural groups, of which there are an estimated 40. This is perhaps inherent in Oldham's demographics, as Oldham has the second-lowest population density next to Rochdale.

Funding to the VCS by the Statutory Sector

Specific information on the income of the VCS from statutory sources was not available, but more generally speaking the overall income of the sector in Oldham was assessed to be £36.4 million by the Shared

Intelligence mapping study. According to VAO the sector has successfully utilised the Local Learning Partnership to obtain funding from the Learning and Skills Council. The results of the mapping study were also supposed to be used to bolster the sector's case for funding from local government by illustrating the sector's impact and contribution to decision-makers.

Infrastructure Service Provision

Apart from VAO, the only generalist infrastructure organisation in the district, Oldham's VCS is served by two specialist infrastructure organisations. Unfortunately, of the seven infrastructure service providers, only two have returned our survey, therefore the picture may be slightly incomplete. Oldham is relatively well-supplied with ICT support, and thanks to the presence of the Oldham Community Accountancy Service (OCAS), it also has a source for financial advice. The second specialist infrastructure organisation, Oldham Council for Voluntary Youth Services (OCVYS), provides generalist support to member youth organisations. However, it offers some services that might



be of interest to other organisations as well, particularly the advice on negotiating leases, training in board management, insurance questions and organisational management. The local ChangeUp consortium has identified certain gaps in service provision, including support with setting quality standards and monitoring them, human resources, a rolling annual programme of training on drawing up a business plan, partnership working, marketing, administration, train the trainer, finance, managing volunteers, trustee development, and bid writing. In addition, this research indicates that Oldham organisations, like their colleagues in most other Greater Manchester districts, do not appear to have ready access to office space and event management resources.

Capacity of Local Infrastructure

With a full-time equivalent staff of 22, VAO served approximately 600 organisations in 2004/05. To cover the entire known VCS, each of VAO's staff members would have to serve nearly 41 organisations. This places it in the lower bracket of organisations each staff member has to serve, compared to other infrastructure organisations in Greater Manchester. Additionally, it does not have to support the Oldham VCS on its own, but is aided by two other infrastructure organisations, cutting down further the number of organisations it would have to serve, especially in light of the fact that the OCYVS exclusively serves youth organisations and that, according to the Shared Intelligence report, just under 40 percent of Oldham organisations classified themselves as doing work related to youth. OCVYS reported having served roughly 200 organisations in 2004/05. Apparently, a number of organisations from Oldham turn to the Volunteer Centre Tameside (VCT) for volunteer brokerage and training. VAO is focusing all of its work on Oldham, and OCVYS is doing nearly all of its work, or 95 percent, here. OCAS, too, dedicates its attention entirely on this district, with an

acknowledgment that it is currently working at the limits of its capacity.

Future Expectations

At the time of this research, the district of Oldham was one of the pilot areas in the process of negotiating a local level agreement that was anticipated to redirect funding strategically into specific support areas and through the local partnership structure. This was seen as having the potential of opening up new opportunities for the VCS in Oldham. Conversely, local authority main programme grants will be put out to tender, creating uncertainty for the Oldham VCS as in many other areas of Greater Manchester.

As for service provision in Oldham, a strategic plan, is under development. OCVYS wants to help build the capacity of groups to obtain European funding for international exchange projects. OCAS services are set to stay the same. All three organisations expect their funding levels to stay more or less the same. Only OCVYS expects its staffing levels to go up, but they are low to begin with. Funding sources that are expected to expire include the European Regional Development Fund and at the time of survey, there was some uncertainty about the Neighbourhood Renewal Fund.



Rochdale

| | |
|---|------------------------------|
| Position on English Indices of Multiple Deprivation | 25 |
| Number of known VCS organisations | 1200 |
| Number of registered charities, IPSs, etc. | 492 (from a random sample) |
| Number of constituted groups | 564 (from a random sample) |
| Number of VCS organisations per 1000 residents | 5.8 |
| Number of known infrastructure organisations | 2 |
| Number of known infrastructure service providers | 3 |
| Number of BME groups | 63 |
| Number of staff employed in the sector | 4,580 (from a random sample) |
| Number of volunteers employed by the sector | Baseline to be established |
| Number of organisations employing staff | 432 (from a random sample) |

Rochdale has the highest concentration of VCS organisations per 1000 of population. In absolute numbers, Rochdale's VCS is the fourth-largest in Greater Manchester, possibly related to the fact that Rochdale is the third-most deprived district in the county next to Manchester and Salford. CVS Rochdale described the sector as having stayed mainly static over the past two years and being characterised by a high degree of parochialism. The local ChangeUp consortium has plans to develop a borough-wide strategic infrastructure investment plan, based on prior research to map existing VCS infrastructure.

Funding to the VCS by the Statutory Sector

According to data supplied by CVS Rochdale, the district has the highest known level of statutory sector income in Greater Manchester. The metropolitan borough council and the council departments funded the sector in the amount of £7,896,272 in 2003/04. However, it must be noted that this funding is not evenly distributed among the VCS but includes several million pound contracts to provide statutory services, particularly for

social services. While those organisations that have service level agreements are largely protected from funding cuts, the wider VCS is affected by funding uncertainty. As for infrastructure, the funding given towards this purpose is one of the lowest in Greater Manchester, according to CVS Rochdale. The data supplied on statutory sector funding in Rochdale is among the Greater Manchester districts that supplied the most complete set of data on this subject.

Infrastructure Service Provision

The VCS in Rochdale is served by only one generic infrastructure organisation, the CVS. The other infrastructure body in Rochdale is Rochdale Federation of Tenants' and Residents' Associations (ROFTRA), which specialises in supplying infrastructure support to its 50 member tenants' and residents' associations. Of the three infrastructure service providers, only a community transport provider returned the questionnaire. However, given that the other two are Age Concern and Rochdale Centre for Diversity, it can be assumed that infrastructure service provision in Rochdale



is largely targeted on special audiences, with the exception of the CVS. The CVS also serves a wide range of specific groups, including BME, older people and women's groups, among others, while offering a range of generalist services of particular value to a sector which is increasingly expected to operate in a professional manner. It offers ICT services, both with regard to strategy and technical support, financial and business planning support, advice on human resources, project management, monitoring and evaluation, research support and a rolling training programme. A resource that is not available to the VCS at large is meeting space, since this item is supplied by ROFTRA. Other than that, there appears to be some duplication or overlap between the services ROFTRA offers and those that are supplied by the CVS. Both offer ICT training and training or advice on legal structures in setting up an organisation. On the other hand, the advice offered to ROFTRA members on setting up an organisation might be guided by special needs of tenants and residents associations. In the area of ICT, both organisations offer different training, and the rest of ICT training is coordinated through Hopwood Hall College for delivery at several sites across the borough. Yet, there is reason to believe that both organisations and the sector would benefit from improved coordination of service offerings. One service gap identified by the CVS refers to services that are already offered to ROFTRA members, namely accountancy support. Beyond that, the CVS cited employment law as an area that still needs to be addressed by VCS infrastructure.

Capacity of Local Infrastructure

Judging by full-time equivalent staff, each of the CVS's employees has to serve 60 organisations to cover the entire known VCS. Final figures on the number of organisations that the CVS full-time staff of 20 actually supported in 2004/05 were not available, but the target is 700 per year. It is

unclear what level of support the 700 organisations would receive in practice, though. Apparently, some of Rochdale's youth organisations also turn to the OCVYS for support and CVS Rochdale receives inquiries from Bury. ROFTRA has the full-time equivalent of 17 staff members. In light of the fact that ROFTRA only serves 50 organisations, its capacity to provide intensive support is necessarily much higher. Both the CVS and ROFTRA are receiving a core grant, but they seemingly utilise this grant well to pull in other funding.

Future Expectations

Sources of grant aid, such as Neighbourhood Renewal and Single Regeneration Budget funding are expected to expire in 2006/07. Additionally, the local authority intends to cut historic grants, and the Community and Community Learning Chests will be discontinued in 2006. CVS Rochdale has plans to decrease its reliance on grant funding and instead generate more earned income. ROFTRA is planning to tap into various previously untapped funding sources in order to meet its strategic commitment to increase overall funding levels.

ROFTRA intends to expand its services to include a consultancy service to other tenants' organisations in Greater Manchester and regionally. The organisation is also planning to add more staff. CVS Rochdale is waiting for the results of a service review in order to decide whether to offer new services. However, it expressed a desire to offer more services focused on specific geographic areas within Rochdale.



Salford

| | |
|---|----------------|
| Position on English Indices of Multiple Deprivation | 12 |
| Number of known VCS organisations | 974 |
| Number of registered charities, IPSs, etc. | n/a |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 4.5 |
| Number of known infrastructure organisations | 2 |
| Number of known infrastructure service providers | 9 |
| Number of BME groups | 50 (estimated) |
| Number of staff employed in the sector | n/a |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | n/a |

Salford’s VCS is the fifth-biggest in Greater Manchester, both in absolute numbers and based on the number of organisations for every 1000 residents. Along with Manchester and Rochdale, Salford is among the three most deprived districts in the county. Salford’s concentration of VCS organisations is comparable to Manchester’s. Salford CVS has commissioned a mapping study of its VCS.

Funding to the VCS by the Statutory Sector

The CVS did not supply any data on statutory funding to the voluntary sector. However, it did point out that increased small grant funding from the local authority has spurred the development of organisations with formal structures.

Infrastructure Service Provision

Salford’s VCS is being served by a local infrastructure that is rather generalist in character. In addition to the CVS, there are a number of smaller infrastructure service providers, which offer a fair share of generalist support. Seven out of nine

returned our survey, reflecting a rather high interest in infrastructure provision. Two of them have a narrow geographic focus, but one said that it would be able to provide services for a fee outside of its remit. This picture is made complete by a small infrastructure organisation that specialises in serving the orthodox Jewish community. Interlink basically duplicates many of the main services offered by Salford CVS, except that it offers it to a restricted membership of 35. One unique service it supplies is monitoring and evaluation planning, a service that is not available from the generalist infrastructure in Salford.

Salford groups struggle with a number of issues including financial and volunteer management, accessing public sector resources, and office and meeting space. Gaps that have been identified by Salford CVS and one of its networks include support on human resources, ICT, representation and procurement. The findings of this mapping exercise corroborate this assessment. Though some ICT training, website design services and office space is accessible from CREST Community Resource Centre, this is likely not enough to cover the needs of the sector.



Capacity of Local Infrastructure

With the third-largest number of full-time equivalent staff and one of the smallest sectors in Greater Manchester, each staff member of Salford CVS would have to serve 51.3 organisations if they were to cover the whole known sector. A final figure on how many organisations have actually been served in 2004/05 is not available, but 150 organisations used the volunteer centre service and two of the CVS's development workers had contact with 387 groups. As mentioned, the CVS's work is supplemented by other infrastructure service providers whose capacity to deliver these services is not known.

Future Expectations

As in other districts across Greater Manchester, Salford local authority might utilise the window of opportunity that will open because funds that were previously given to the VCS directly are supposed to be channelled through the Local Strategic Partnerships to take back control over allocating central government resources. Salford's Community Network is threatened by this. In addition, the CVS must find alternative funding for 25 percent of a Lottery continuation grant. The CVS will lose its funding for core volunteer centre work and the youth network is at risk as well. Volunteer Centre work has been funded by Volunteering England, but there has never been core funding from statutory sources for it. With a variety of strategies underway to replace the lost funding, the organisation is still mostly confident that overall levels of funding and staffing will remain the same or increase slightly. Interlink, too, is fairly optimistic about the future of its funding and hopes to increase its overall levels in order to add more staff and offer more services. Salford CVS, rather than offering new services, is hoping to expand existing services and improve access to its services throughout the district.



Stockport

| | |
|---|--|
| Position on English Indices of Multiple Deprivation | 159 |
| Number of known VCS organisations | 458 (CVS database) |
| Number of registered charities, IPSs, etc. | 326 |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 1.6 |
| Number of known infrastructure organisations | 4 (includes one sub-regional organisation) |
| Number of known infrastructure service providers | 9 |
| Number of BME groups | 26 |
| Number of staff employed in the sector | 600 (estimated) |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | 29 (estimated) |

Along with Bury, Stockport has the lowest concentration of VCS organisations per 1000 residents and is numerically the second-smallest sector in Greater Manchester. This may be related to its low deprivation, relative to the rest of Greater Manchester. It ranks highest on the indices of multiple deprivation next to Trafford. This impacts negatively on the level of deprivation-related funding available to the VCS in Stockport, despite the fact that the district, like Trafford and Bury, has pockets of acute deprivation. The demographics of the sector according to Stockport CVS appear to remain fairly static, but the interest in volunteering has increased “dramatically” according to the CVS.

Funding of the VCS by the Statutory Sector

Total known statutory funding to the VCS in Stockport amounts to £3,290,000. This does not include funding that the sector derives from the education division and the primary care trust, because the amount of funding derived from these two sources are unknown at the moment. The main share of the known amount is contributed by social services. £590,000 is used to support the

VCS from community services, of which £190,000 is for small community grants. In recent years, the community grants scheme has barely kept up with inflation and the number of organisations competing for this amount is on the rise.

Infrastructure Service Provision

The Stockport VCS can turn to four infrastructure organisations for support, the highest number in Greater Manchester apart from Manchester itself. Two of them, Stockport Action for Voluntary Youth (SAVY) and the Greater Manchester Federation of Clubs for Young People, specialise in supporting member youth organisations. The latter operates at a Greater Manchester level, but happens to be located in Stockport. In addition, there are nine known infrastructure service providers in the district. However, only five of them returned our questionnaire.

Stockport is fairly well-supplied with generalist support in areas such as setting up an organisation and locating funding, but support in essential areas such as ICT, accountancy and human resources seems



to be non-existent based on this mapping research. This gap is further highlighted by an informal finding of the local ChangeUp consortium, which has identified that barriers concerning the use of and access to information technology exist among Stockport's VCS groups. Significant levels of infrastructure support for BME groups remain to be established. However, there is a targeted funding event to BME groups every other year and Stockport CVS in partnership with the community development team are helping to establish a BME network. According to Stockport CVS, the top twelve needs for Stockport include office and meeting space, support in board relations, partnership work and local government liaison, marketing support, enhanced support in volunteer recruitment and retention/management, legal advice, enhanced signposting, community transport, and organisation management training. As for board relations and partnership work, there is some training available from Stockport CVS but it is one-off and not always available. This is the case for all available training in Stockport. As for volunteer recruitment, both CVS and SAVY are engaged in it, but apparently the sector needs more support in actually retaining these volunteers by managing them more adequately as well. This might explain why some organisations from Stockport access services from the Volunteer Centre Tameside.

Capacity of Local Infrastructure

With the full-time equivalent of 8 staff, each staff member at Stockport CVS would have to serve roughly 57 organisations. The CVS actually supported 250 organisations in 2004/05, leaving a considerable number of organisations that have either not wanted to access the services or were not reached by the CVS. SAVY has served 52 and Brinnington Community First Partnership 33 in the same time span. Of the Greater Manchester Federation of Clubs for Young People's clients, only four percent came

from Stockport. As far as funding is concerned, both Stockport CVS and SAVY receive a core grant from the local authority and displayed a fairly high degree of dependence on the local authority for their funding. Whereas SAVY is fully dependent on it, the CVS reports being in receipt of a core grant which makes up for 60 percent of its total funding. Brinnington Community First Partnership displays almost this much dependence on local authority funding, because 59 percent of its revenue comes from service level agreements.

Future Expectations

As in other districts, for example Oldham, the Learning and Skills Council is seen as a potential source of funding for the sector in Stockport and the CVS reports an ongoing dialogue in this regard. The aim is to offer a rolling training programme to the VCS. The current community grants scheme, which supports a sizeable number of VCS organisations in Stockport, could decrease in the future according to the CVS. Nevertheless, infrastructure organisations in particular seemed rather optimistic about the future. CVS Stockport expects new funding from the Big Lottery, and Brinnington Community First hopes to diversify its funding with more earned income, funding from the Deputy Prime Minister's Safer and Stronger Communities scheme. The organisation is also looking for core funding. SAVY as well as the Greater Manchester Federation of Clubs for Young People expect a new boost from initiatives centering on children and youth policy, as well as from infrastructure funding sources such as the Big Lottery and ChangeUp. All four organisations expect their overall funding and staffing levels to increase. While not always planning to offer new services, they all plan to enhance what they are already doing. As plans of building a community resource centre in Brinnington are becoming a reality, Brinnington Community First foresees organising more training, for example in community development, as well as making meeting



and conference space available to organisations. It is also contemplating a trading arm to expand its geographical reach. The CVS is aiming to place more emphasis on working with special groups, such as BME and Lesbian Gay Bi- and Trans-sexual (LGBT), and direct more resources into community development. It is noteworthy that despite this overall optimistic atmosphere, none of the organisations specifically mentioned plans to offer ICT support or human resources advice, unless these two areas will be addressed by the planned expansion/institutionalisation of training.



Tameside

| | |
|---|--|
| Position on English Indices of Multiple Deprivation | 49 |
| Number of known VCS organisations | 800 |
| Number of registered charities, IPSs, etc. | 267 (according to Charity Commission), 13 (according to CVS database) |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 3.7 |
| Number of known infrastructure organisations | 2 |
| Number of known infrastructure service providers | 3 |
| Number of BME groups | 36 |
| Number of staff employed in the sector | 250 |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | 54 |

Tameside has the fourth-lowest concentration of VCS organisations in Greater Manchester and Tameside’s VCS is also the fourth-smallest in the county. This corresponds to almost the same rank—fifth-highest—in deprivation among all Greater Manchester districts. Compared to Bolton, which has a comparable deprivation level, Tameside’s VCS has more than one fewer organisations per 1000 residents than Bolton’s. It is then perhaps not surprising that Tameside Third Sector Coalition (TSC) has reported a rise in voluntary organisations over the past years and more potential for expansion of the VCS. Most of Tameside’s VCS organisations are said to be over five years old and, generally speaking, turnover seems to be small. The bulk of VCS groups in this district are community organisations that work at a neighbourhood level and are not properly funded or supported by infrastructure services. According to the TSC, the sector has been lacking coordination and strategic thinking.

Funding to the VCS by the Statutory Sector

This picture is mirrored by an absence of strategic local authority investment into the VCS. According to data supplied by the TSC Tameside Metropolitan Borough Council invested only £144,000 in grants in 2003/04, the bulk of which went to TSC and Groundwork, with the rest allotted to approximately 160 groups. Additionally, there has been a small number of health and social care contracts, the amounts of which are currently unknown. Statutory funding in general to the VCS in Tameside seems to be limited, a fact that TSC has attributed to the VCS’s lack of ability to handle contracts and the failure of government to make concessions to the VCS.

Infrastructure Service Provision

Tameside’s VCS is supported by TSC, the only generalist infrastructure organisation, and Volunteer Centre Tameside (VCT). There



are only three known infrastructure service providers in the district, all of which specialise in serving a particular group. Two of them have filled in our survey. The work of the two infrastructure organisations is complementary, because they are separate institutions for functions that are often delivered by one. Surprisingly, VCT offers some rather generalist services that do not necessarily arise from its mission, such as web design services, office and meeting room hire, as well as some publicity services. Between TSC and one of the specialist infrastructure service providers, Equality and Diversity Centre of Excellence, there is overlap in the area of equal opportunity and diversity, with the Centre of Excellence providing advice and TSC providing training. TSC offers a range of advice on general matters such as finance, charity law, governance and human resources matters, strategic planning as well as on developing policies. Along with CVS Rochdale, it is the only local infrastructure organisation that offers a consultancy service. This is supplemented by both formal and on-demand training. VCT offers training on volunteer recruitment and management and also conducts research on volunteering. Despite this wide range of services, Tameside's sector does not appear to have ready access to ICT support. TSC hosts websites of VCS organisations, and VCT offers a web design service, but technical support on the use of ICT is lacking. In addition, there seems to be a gap in support to special groups. While the Centre of Excellence trains and advises BME organisations, its capacity to do so has not been assessed. The same goes for the Tameside Association of Voluntary Youth Organisations. In addition, services to other groups, such as older people or disability groups does not seem to be widely available in Tameside. Age Concern was one of the organisations that did not return our survey, and it is unclear whether any of its services are targeted at groups rather than individuals. Other locally identified unmet needs include community accountancy, support related to building and premises, and facilities management.

Capacity of Local Infrastructure

The staff of TSC and VCT combined equals the staff at Salford CVS. Given the lower number of VCS organisations in Tameside, the number of organisations each staff member would have to serve is only 42. However, calculated separately, the number of organisations to be handled by each worker at TSC rises to 57 and to 160 at VCT. In 2004/05 TSC held one-to-one advice sessions with 140 and trained 73 organisations, 90 percent of which came from within the district. VCT served 120 organisations in the same period, with the services that were most demanded being its core services. 90 percent of VCT's clients came from within Tameside and the rest from neighboring Stockport, Manchester and Oldham. With the exception of Manchester, they all have their own volunteer centres within the local CVS. It is unclear whether this indicates spare capacity of these two organisations or lack of capacity of the VCS infrastructure in the neighbouring districts. Of course, it could simply be a matter of geographical proximity and ease of access. Both organisations received a core grant in 2004/05, but they both managed to utilise this to attract a fair share of other funding and earned income. In terms of percentage, their share of earned income ranks with the higher end in Greater Manchester.

Future Expectations

According to TSC, the funding levels in Tameside are so low that an increase is likely, especially considering a number of government initiatives that suggest investment in the VCS, such as Children Trusts, neighbourhood renewal monies, etc. However, much of this may not be sustainable in the longer term. Currently, there are problems as a result of a number of past Big Lottery bids ending, and in three years, more such problems are to be expected. In addition, the Tameside VCS faces the same problem of a local authority funding shift from grants to service level agreements as other areas in Greater



Manchester. TSC also expects the community chest to be withdrawn. As an organisation, it plans to tap into previously untapped funding sources, such as the charitable trusts, and further expand income generation through consultancy and project management services. Therefore, while levels should stay the same, the funding composition will change. VCT does not foresee major changes in its funding structure or level for 2006/07, nor does it plan to expand staff or services. But in 2007/08, VCT will be faced with a discontinuation of some project funding, with a concomitant reduction of project staff. The projects affected are the volunteering project and the training and development team. TSC anticipates an increase in staff levels and wants to dedicate resources to community development.



Trafford

| | |
|---|----------------------------|
| Position on English Indices of Multiple Deprivation | 136 |
| Number of known VCS organisations | 500 (registered with VCAT) |
| Number of registered charities, IPSs, etc. | 221 |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 2.4 |
| Number of known infrastructure organisations | 2 |
| Number of known infrastructure service providers | 4 |
| Number of BME groups | 10 (estimate) |
| Number of staff employed in the sector | 250 |
| Number of volunteers employed by the sector | n/a |
| Number of organisations employing staff | 45 |

Trafford’s VCS is the third-smallest in Greater Manchester, both in terms of absolute numbers and the ratio of population to the number of VCS organisations, as may be expected with a lower official rate of deprivation relative to most other Greater Manchester districts with the exception of Stockport. Voluntary and Community Action Trafford (VCAT) described the sector as having “little history in community development or development in the VCS.” Consequently, three quarters of the VCS organisations registered with VCAT are younger than five years.

Funding to the VCS by the Statutory Sector

According to VCAT, the borough is resource limited. An incomplete figure for statutory funding to the Trafford VCS is a total of £1,400,000. This includes £400,000 in local authority funds earmarked for the VCS and an amount of £1 million from the social services department.

Infrastructure Service Provision

Trafford has two infrastructure

organisations, one being Trafford CVS, the original CVS of the district, and the other VCAT, the organisation that has acquired the major CVS role. All of Trafford’s four infrastructure service providers returned the questionnaire. The St. Anthony’s Centre in particular is of importance, because it has conference facilities available and offers training in ICT leading to accredited qualifications and thus helps to cover two service areas that are generally not well supplied in most of the Greater Manchester boroughs. VCAT and Trafford CVS both offer general services to help organisations establish themselves and obtain funding. However, the most significant role in the case of Trafford CVS seems to be its volunteer centre and it has to be questioned whether some of the overlap in service offerings that exist between it and VCAT could not be eliminated. If Trafford CVS specialised in support for recruiting and retaining volunteers, VCAT would not have to offer training on such issues, as it currently does, and Trafford CVS could concentrate on that mission rather than duplicating VCAT’s work. VCAT’s training programme includes courses that are appropriate to the changing operating environment of the sector, such as ICT, employment law and board skills. Although



Trafford has two organisations offering ICT training, the sector does not appear to have any access to technical support. Other services that are non-existent include finance and business planning. Special groups that are supported by Trafford VCS infrastructure include older people and BME, both of which are addressed by Trafford CVS. Age Concern administers the training budget of a partnership of voluntary care providers, which it also leads. VCAT points out that Trafford needs a youth forum.

Capacity of Local Infrastructure

The bulk of the known infrastructure capacity in Trafford is located within VCAT. Of all the organisations that are acting as local CVSs, VCAT has the third-lowest number of full-time equivalent staff. With almost 53 organisations that would need to be served by VCAT, its workload is comparable to that of Salford CVS. Trafford CVS has no paid staff members, which makes its capacity very small, especially given the fact that it does not concentrate mainly on its volunteer centre function. Therefore, it can be assumed that VCAT is currently shouldering the task of providing the district's VCS with infrastructure virtually alone. Especially in light of the fact that Trafford's sector is in need of further development and has many organisations that are young and probably inexperienced, it is questionable whether VCAT's capacity is sufficient. In 2004/05 VCAT provided full support services to 100 organisations. VCAT receives a core grant, which has apparently enabled it to pull in a good amount of other funding, including earned income. It is the organisation with the second highest proportion of earned income of all the local infrastructure organisations in Greater Manchester. Trafford CVS, on the other hand, does not have a core grant and specific information on its funding is unavailable.

Future Expectations

The overall funding picture for the VCS in Trafford is one that is marked by the expectation that funding for the VCS is moving towards being primarily based on commissioning of services. As in other areas of Greater Manchester, this might be of some advantage for VCS organisations that are in a position to provide value for money in competition with statutory and private sector providers, but others may lose out. Ultimately, it boils down to a different allocation of the same resources. Trafford CVS expects to benefit from the fact that older people and volunteering are issues high on the political agenda and VCAT, too, anticipates a gradual upward movement of funding over the next five years, resulting in increased staffing levels. The extent to which new services are going to be offered as well depends on an ongoing evaluation of services.



Wigan

| | |
|---|------------------------|
| Position on English Indices of Multiple Deprivation | 53 |
| Number of known VCS organisations | 1687 (in CVS database) |
| Number of registered charities, IPSs, etc. | n/a |
| Number of constituted groups | n/a |
| Number of VCS organisations per 1000 residents | 5.5 |
| Number of known infrastructure organisations | 3 |
| Number of known infrastructure service providers | 3 |
| Number of BME groups | 7 |
| Number of staff employed in the sector | n/a |
| Number of volunteers employed by the sector | 12,263 |
| Number of organisations employing staff | 48 |

Judging by the number of VCS organisations on the Wigan and Leigh CVS database, Wigan’s has the second-largest concentration of VCS organisations after Rochdale and has the second-highest number of known organisations after Manchester. Wigan is characterised by a large amount of small-scale neighbourhood activity and an absence of activity by the big national charities. The representation of the community sector is much stronger than that of the voluntary sector. This fragmentation may be exacerbated by a traditional rivalry between the towns of Wigan and Leigh. Generally speaking, Wigan and Leigh CVS notes that little is known about the VCS in this district, which is lacking a distinctive image.

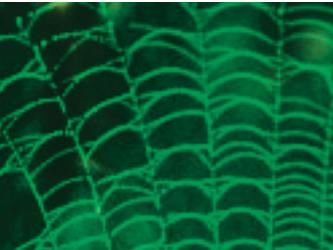
Funding to the VCS by the Statutory Sector

Among the information that is not available regarding the Wigan VCS are figures about its funding by the statutory sector. Good relations with the local authority do not necessarily translate into sustainable financial support. Even though Wigan Council for Voluntary Youth Service (WCVYS) described its relations with the

local authority as good, it does not have a core grant.

Infrastructure Service Provision

The work of the CVS is supplemented by the Wigan Council of Voluntary Youth Service (WCVYS) and the Douglas Valley Community (DVC), as well as three infrastructure service providers, all of which returned the questionnaire. WCVYS and DVC specialise in meeting the needs of particular audiences. Douglas Valley Community is an infrastructure organisations that serves 15 lessees of community centres, whose capacity to develop into management organisations it helps to build. WCVYS’s services are only accessible to organisations engaged in youth work. Apart from providing access to practical resources such as meeting rooms, minibus and camping equipment, WCVYS has also employed a development worker who assists groups on questions of organisational development. Age Concern Wigan offers a fair share of advice, support and training to organisations working with older people. Wigan and Leigh CVS is engaged in giving financial advice and



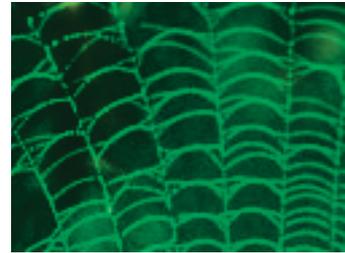
payroll, gives access to information about legal structures, gives website development support, advises organisations on business planning and funding applications and organises training upon request. There seems to be a gap in volunteer recruitment and brokerage. The CVS does not have a volunteer centre, and though some volunteer brokerage is available through Groundwork Wigan and Chorley, it probably does not make up for the lack of such a centre in Wigan, because it only recruits volunteers for specific projects. As in so many other districts, other apparent gaps in service provision are ICT, advice on human resources, and legal advice. The area that is not readily available to any of the Greater Manchester VCSs—facility management support—is available in Wigan, but it is restricted to clients of DVC.

Capacity of Local Infrastructure

Each of Wigan and Leigh CVS's staff would have to deal with 116 organisations in order to cover the entire known sector. This is the second-highest ratio of staff to organisations in Greater Manchester, only topped by Manchester itself. In practice, the CVS had the capacity to attend to 221 organisations at varying service levels in 2004/05, with 25 receiving support on a quarterly basis. It is clear that a large segment of the VCS in Wigan is therefore not being reached. WCVYS hardly has the capacity to make up for this, especially given its focus on youth related work. In 2004/05, however, it was able to provide development support to 50 groups, as it made the transition from an entirely volunteer-run organisation to hiring one paid staff member. Of the three organisations, only the CVS has a core grant, which enabled it to obtain almost the rest of its funding in grants. Hiring a staff member in January 2005 has also put WCVYS in a position to successfully bid for a Big Lottery grant.

Future Expectations

As in many other Greater Manchester districts, the Community and Community Learning Chests are set to expire in March 2006. Likewise, Single Regeneration Budgets for Wigan are going to end in 2006. Although Wigan and Leigh CVS expects new Neighbourhood Renewal funding to become available to the sector in April 2006, its distribution among the VCS remains uncertain. This situation puts the continuation of Wigan and Leigh CVS's Community Empowerment Programme and BME work in question. Overall, Wigan VCS infrastructure's outlook on funding is slightly optimistic, with two organisations expecting their funding levels to stay the same. WCVYS, thanks to having won its Big Lottery bid, expects its funding level to increase. Wigan CVS, too, has won a Lottery bid and a Children's Fund grant has been approved. DVC, will see one of its main funding sources, European funding, expire, and intends to diversify its funding, primarily by taking advantage of opportunities offered by charitable trusts. All three organisations are hoping to offer new services or expand existing ones in the near future. Wigan and Leigh CVS will begin to offer a generic training programme as well as more support to groups working with children and young people. Given the anticipated increase in WCVYS's capacity to support children and young people's groups, one might ask whether this won't result in a duplication of services. WCVYS also plans to offer an ongoing training program, and DVC would like to share its expertise in the form of a training program for other organisations. In order to do so, it would have to establish a trading subsidiary, in order to enable the organisation to work outside the Wigan borough. DVC is also interested in participating in a volunteer scheme for Wigan, a project that it is seeking funds for in cooperation with Wigan and Leigh CVS. DVC wants to add more project staff in the future. WCVYS, too, is planning to expand its staff, and Wigan and Leigh CVS foresees variable staffing levels, based on different funding streams.



Sub-regional Specialists

Sub-regional service provision is more than just the sum of local service provision in the ten districts. Rather, the services provided by locally oriented and owned organisations summarised above, are theoretically supplemented by those provided by specialist infrastructure organisations operating to a certain extent on a sub-regional level. The questionnaire sent to sub-regional specialists (Appendix Two) went into much more detail than the one sent to the local infrastructure and aimed to establish a clearer picture of which clients the specialist infrastructure serves and where they originate. As will be seen, not many of these organisations actually have the capacity to cover clients in the entire sub-region at this time, but have expressed the desire to do so in the future.

As mentioned earlier, it proved much more difficult to engage these organisations than the generalist infrastructure in the local districts, a fact which may also point towards their strained capacity. However, there were other reasons why organisations chose not to participate. Refugee Action for example objected to the type of survey arguing that its questions did not reflect a proper understanding of the specific concerns of specialist infrastructure. Other BME related groups did not engage or return the questionnaire on time. As a result, views of BME groups could not be included in the research, rendering the information on the group of subregional specialist organisations that serve a certain sub-sector incomplete.

It is important to note that due to the wide variety of organisations and the small sample size any generalisation of sub-regional specialists is inherently flawed.

Infrastructure Service Provision

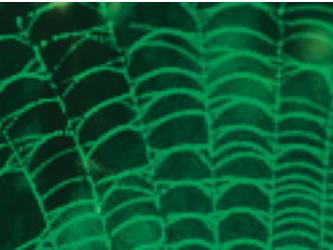
Because of the specialisation of the organisations which took part in the survey,

it is almost impossible to draw generalisations about the services that are being offered. However, the majority of the organisations (more than 70 percent) provide some form of service in the category 'Management and Development.' With the exception of business planning, project development, research, monitoring and evaluation, services that are offered by specialists and which also fall into this category tend to be fairly general but they are only or preferably being offered to a sub-sector of the Greater Manchester VCS. According to the organisations, the services in the 'Management and Development' category are the most requested at every level and also from those organisations which do not provide them. Another highly requested service that specialist organisations offer is training. All the organisations which took part in the survey offer some training, ranging from general training such as how to set up an organisation and write a constitution to specialist training in matters such as finance and ICT. Greater Manchester specialist organisations also provide practical resources such as meeting and office space for the sector, serve a representative function for specialised frontline organisations, and have begun to offer procurement partnerships to the sector.

Of the 14 respondents, five are providing services to a sub-sector and nine provide a specialist service to the entire sector. However, it has to be noted that the boundaries between the two are fluid, as some of the former also provide some services to the sector at large and some of the latter target their services predominantly, though not exclusively, to a specific group within the sector. But the specialists usually offer a more clearly defined service, whereas the others offer a range of services, which can also be generalist in nature.

It is important to note that those providing

“ not many of these organisations actually have the capacity to cover clients in the entire sub-region at this time, but have expressed the desire to do so in the future ”



“Only four organisations mentioned signposting to others as one of their services, even though sub-regional specialists could theoretically play quite an important role in pointing their clients towards other infrastructure services”

“it appears that the majority of funding available to specialist infrastructure organisations in Greater Manchester derives from Manchester district based partnerships with the Council and the local NHS Trusts”

a specialist service to the sector as a whole have a much clearer focus on their infrastructure work. They are more recognisable as infrastructure organisations whereas a sub-sectoral specialist may engage in non-infrastructure work.

Among the sub-sectoral ones are those that offer services to youth, lesbian and gay, and disabled people’s groups. Among the specialists, two specialise in accountancy, one each in employment and in ICT related matters, and one in facilities and urban planning. Moreover, there is one organisation focusing on the arts. Two organisations offer services related to social enterprise.

Just over a third of the sub-regional specialists are engaged in some type of information sharing and signposting for the frontline VCS. However, with the exception of the Greater Manchester Centre for Voluntary Organisation, these signposting services are not as common as among generalists and they are, naturally, more specialist in nature. Only four organisations mentioned signposting to others as one of their services, even though sub-regional specialists could theoretically play quite an important role in pointing their clients towards other infrastructure services that are on offer throughout Greater Manchester. Where signposting does occur it shows a specialist better integrated with infrastructure and is more common amongst specialist service providers.

Less than a third of interviewees offer research to the frontline as a service and only two offer consultancy services to the voluntary sector. For a list of services that specialist organisations have stated they deliver to the Greater Manchester VCS, please refer to Appendix Four.

Specialist organisations have also been approached for the following services that they do not provide, pointing to either the lack of availability of such a service in Greater Manchester, a lack of capacity of infrastructure to meet the demand, or a misperception on the part of the potential user about the nature of the specialist

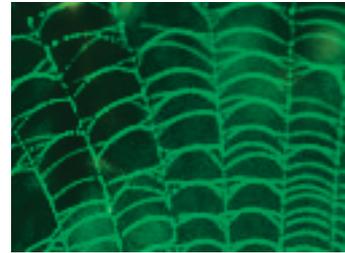
infrastructure organisation in question:

- business support
- academic specialist training
- specialist information
- CVS-type of services

Funding of Sub-regional Specialist Infrastructure

Specialist infrastructure organisations proved to sustain themselves through various fundraising methods, including grants from the local authority, service level agreements, other grants and earned income—something that is usually a sign of good health for many voluntary and community organisations. However, based on the funding information obtained through the survey it appears that the majority of funding available to specialist infrastructure organisations in Greater Manchester derives from Manchester district based partnerships with the Council and the local NHS Trusts. Roughly 40 percent of contracts the respondent organisations are party to are formal relationships related to the Manchester local authority (i. e.: Manchester City Council or North Manchester Partnership, East Manchester Regeneration or Greater Manchester Primary Care Trusts) or to national organisations (i.e.: LSC, Arts Council etc.). Most contracts are at a local level, a few at sub-regional and even fewer at national. There is no presence of regional contracts. Most of the organisations thus appear to be tied to deliver mostly for the Manchester area. It could be suggested that the specialist infrastructure organisations should look at detaching themselves from this local stream of funding which is effectively strangling their growth, development and the delivery of their services in other boroughs of Greater Manchester where they are needed.

Half of the interviewed organisations rely on grants from their local authority for more than 25 percent of their funding. Specialist infrastructure is thus exposed to political



changes and decisions which it cannot influence. Only slightly less than 30 percent of the specialist infrastructure organisations have service level agreements or contracts with the local authority of the district where they are based. Over half of the respondents obtain the majority of their funding through grants from sources other than the local authority.

Having faced a lack of access to grant funding in the past, sub-regional specialist infrastructure is relying heavily on earned income. Part of the funding for almost two-thirds of the organisations comes through income, with some of the infrastructure organisations deriving a considerable share of funding from it. For example, the Greater Manchester Federation of Clubs for Young People generates 80 percent of its funding this way. Other organisations, like Lesbian and Gay Foundation and the Greater Manchester Hazards Centre follow with more than a quarter of their funding coming from income.

It should be noted that although some organisations derive the majority of their income through trading this does not limit their services to only those that can deliver an income. They still strive to provide a comprehensive service to the sector.

Capacity of Sub-regional Specialist Infrastructure

Capacity issues were mentioned by interviewees as a hinderance to expanding the geographic reach of services and conducting marketing and outreach in a systematic way. Yet, the number of clients served by each organisation is considerable. Two organisations reported having more than 1000 clients whom they serve regularly. One organisation reportedly serves as much as over 3000 regularly. The great majority of organisations consider once a year as regular service.

The majority of most organisations' clients come from Manchester. For Community Arts Northwest the majority of clients are actually organisations that themselves

operate sub-regionally. Only the Greater Manchester Hazards Centre and Greater Manchester Low Pay Unit have an even distribution of clients across the sub-region, and geographically speaking they can be defined as truly Greater Manchester organisations. Roughly 20 percent of the respondents said that their resources and capacity do not allow them to consider expanding geographically.

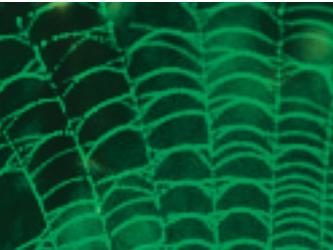
Capacity issues also affect the ability of sub-regional specialists to reach out to groups that may not be aware of their services. Reportedly, clients currently access specialist infrastructure organisations through referrals, word of mouth and local and sub-regional networks. This is not surprising given the level of specialisation of this specific group of organisations. On the other hand the specialist infrastructure in Greater Manchester does not advertise its services systematically, but relies on networks, reputation and signposting. Local and sub-regional community media (magazines, newsletters and websites) are also used, but not as much as they could be.

Some organisations (42 percent) would like to be able to market their services better and there is a recognised need to do so: 50 percent acknowledged that frontline voluntary sector in Greater Manchester do not access the services offered by the infrastructure because of lack of awareness and of networking contacts or because of a misperception about the services offered. But 85 percent of the organisations complained that they lack the resources and general capacity to correct this situation. This may be one of the reasons

“ the specialist infrastructure in Greater Manchester does not advertise its services systematically, but relies on networks, reputation and signposting ”

“ Part of the funding for almost two-thirds of the organisations comes through income, with some of the infrastructure organisations deriving a considerable share of funding from it. ”

“ Roughly 20 percent of the respondents said that their resources and capacity do not allow them to consider expanding geographically ”



why roughly a third of specialist infrastructure organisations feel that the diversity of the areas they operate in is not necessarily mirrored in the number of clients receiving their services.

Lack of capacity also results in clients being turned down because resources are insufficient to meet the existing demand. Over a quarter of organisations reported having to turn down requests for training and for providing meeting space. Others turned down service requests, such as:

- environmental auditing
- business support
- cultural production
- government agencies trying to widen participation

Another issue is related to an inherent lack of capacity due to an ongoing lack of funding. To make up for a shortage of funding, specialist sub-regional infrastructure has gradually come to rely on earned income by charging for their services with repercussions for their accessibility to the frontline. Almost two-thirds of specialist infrastructure providers stated that the cost of their services is an issue for frontline organisations and that they have had to turn away potential clients because they could not afford to pay the fee associated with the service. Almost 30 percent noted that the price of their services is a barrier for clients, the great majority of whom are small-medium sized organisations. Again, it is important to note that not all services attract a cost, even when a specialist is highly dependent on earned income.

“ Over 70 percent of the interviewees have encountered difficulties in recruiting staff who could satisfy the necessary skills requirements ”

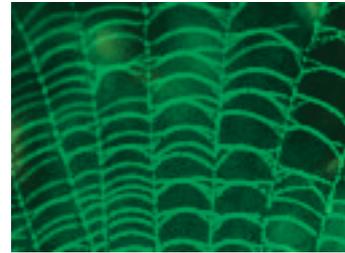
The shortage of funding was said to be responsible for lack of staff capacity to deal with all the requests and/or expanding services. But funding issues are not the only reason. Over 70 percent of the interviewees have encountered difficulties in recruiting staff who could satisfy the necessary skills requirements. Usually the specialist infrastructure sector requires either very specific skills (ICT at high level) or a mixture of skills from employees. Communication at every level and project management is probably the most sought after mix. The specialist infrastructure sector employs over 70 percent of its staff on a full-time basis. This is not surprising considering the level of specialism which staff are supposed to have in this sector. Only 14 percent of paid staff work at management level.

Currently, approximately 45 percent of staff employed in this sector have a specialist qualification in their area of work, which is not necessarily a voluntary sector related qualification. Nevertheless, knowledge of the sector seems to be another important recruitment requirement for specialist organisations, and it is a quality that is apparently hard to come by in combination with the specialist skills. The emphasis on knowledge of the sector might be necessitated by the fact that most organisations do not have a marketing strategy, but work mostly through staff contacts. Partnership and networking are central to specialist infrastructure work in Greater Manchester, based on the survey responses, and this would obviously require staff with the best possible awareness of the Greater Manchester VCS.

The Greater Manchester voluntary sector appears to be very co-operative and enthusiastic about partnership working, which is seen as a way of sharing skills and resources. Despite the general enthusiasm for partnership work among specialist infrastructure organisations, the existing focus is not very strategic. The majority of Greater Manchester specialist infrastructure seems to be networking very well at local level, but not so much at sub-regional and

“ Almost two-thirds of specialist infrastructure providers stated that the cost of their services is an issue for frontline organisations ”

“ The majority of Greater Manchester specialist infrastructure seems to be networking very well at local level, but not so much at sub-regional and regional level ”



regional level. Over 70 percent of the partnerships mentioned in the survey are with other VCS infrastructure organisations. Just over 15 percent of the mentioned partnerships are between specialist infrastructure organisations to deliver services together specifically with Manchester City Council and its local partnerships (i.e.: East Manchester Regeneration, North Manchester Partnership etc.). Just under 15 percent of partnership work is with sub-regional, regional and national bodies such as, for example, the Greater Manchester Police Authority.

Future Expectations

There is a strong core of specialists with a strong infrastructure focus, including CTAC, CAS and MCIN, who are well networked with local infrastructure. This provides a solid base for the development of the sector.

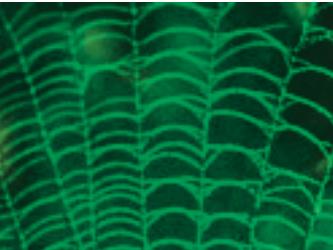
Despite the realisation that the VCS in Greater Manchester needs more training, specifically in the legal and financial fields, to raise standards, close to half of the specialist sub-regional infrastructure organisations are not planning to introduce any new services in the near future. On the positive side, none of the organisations is planning to discontinue services. Yet, over three quarters of the organisations interviewed would like to expand geographically across Greater Manchester and even in the North West. The only organisation that does not want to expand, Oldham Community Accountancy Service, is interested in exploring a partnership with the Manchester-based Community Accountancy Service to offer a better and more comprehensive service to the whole of Greater Manchester.

Almost 80 percent of the interviewees felt hopeful with regard to future funding, declaring that future funding levels were definitely increasing. Only two organisations, which had had major funding cuts from their local authority, felt negative

about the next two years' funding. However, few organisations were able to be more specific and mention a secure funding pot for the future. This raises the question of whether the sector is simply hopeful or whether these hopes are based on realistic expectations that the political and socio-economical situation, including some recent decisions taken by major national funders (i.e.: the Big Lottery Fund), is conducive to the work of infrastructure organisations. A quarter of organisations mentioned the Big Lottery as a future funding source in the next couple of years. All organisations expect some funding streams to expire in the next two years. Five expect the expiring of some type of European funding and two will see their local authority core grant expiring by 2006.

The predominant optimism is reflected in expectations concerning staff levels. Over half of the interviewed organisations expect to increase the number of staff over the coming years. However, not all the organisations that want to increase staff levels are planning to increase management staff as well. It is unclear whether this suggests that the current number of management staff is considered sufficient, or whether increasing the number of managers is just not a priority.

“few organisations were able to mention a secure funding pot for the future”



Sub-regional Service Provision

“the new needs of the sector mandate more intensive support in such areas as legal and financial advice, business planning, human resources advice, monitoring and evaluation, procurement, and ICT. All of these areas are under-represented in Greater Manchester”

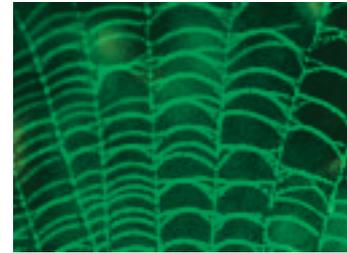
As is apparent from the overview above, local districts are lacking sufficient provision of infrastructure functions that are crucial for an era, in which the VCS finds itself in a difficult transition. The current infrastructure operating at both local and sub-regional levels in Greater Manchester cannot completely meet the heightened demand for more specialist advice in such areas as law and finance. As a result of a changing philosophy of public service delivery and the involvement of the VCS in it, voluntary and community organisations increasingly find themselves in a position to professionalise. In contrast to earlier times, when they were only accountable to their constituencies, they now have to prove that they are sound organisations, capable of delivering services to the public that used to be the prerogative of the state and then the private sector. In this context, the demands on infrastructure have changed, too. Greater Manchester as a sub-region, like other sub-regions, is still in the process of fully adapting to these new realities.

Services and Service Gaps

There is no authoritative detailed list of crucial services and there are doubts whether there can be such a list given the diversity of the sector and the different stages of VCS development in each given area. A sector like the one in Bury, which is in need of further development, surely requires a different set of services than a better developed one. Likewise, VCSs with a high degree of parochialism and fragmentation may have different needs than those that are already very well-coordinated. Broad categories such as development, support, liaison, representation and strategic partnership have been identified by NACVS, but they only cover CVS core services and their focus on outcomes sometimes makes it difficult to pinpoint which services would be included in each category, which in turn

makes it difficult to understand how the services offered by local CVSs in Greater Manchester are measuring up against this standard. Nevertheless, it is clear that the new needs of the sector mandate more intensive support in such areas as legal and financial advice, business planning, human resources advice, monitoring and evaluation, procurement, and ICT. All of these areas are under-represented in Greater Manchester. “Future Skills 2003,” a report on the changing demands on VCS staff, highlights the importance of skills in written communication, customer handling, team working, problem solving and planning and organisation. Training or support on these themes, according to this mapping research, is scarce or non-existent.

At the moment, there is a plethora of services available to the Greater Manchester VCS. Some of these services may be offered only by one organisation and others may be offered in various different ways and emphasising different aspects. A list of services compiled from the feedback to the three questionnaires has 168 types of service. (Appendix Five) One only has to look at the entries in each main service category, for example management and development, to understand that there is little of a common approach to service provision or of a consensus on which services are high-priority in the county. Instead, whether it is a result of using different vocabulary to refer to the same service or an actual reflection of reality, the picture that emerges is that of a fragmented sector and a more or less ad-hoc approach to providing VCS infrastructure. Except for advice on funding and grants none of the service themes is covered in all ten districts. Themes that are supported in nine districts include general information sharing and signposting, advice on setting up an organisation, networking, representation and support to BME groups. Only slightly



more than a quarter of all service categories (24) are available in half or more of the local districts. 65 out of 89 service categories are covered in only four or fewer districts. As a result, there are areas of local need where there are clear gaps in infrastructure service provision. Examples are the areas of finance, ICT, legal and good practice, partnership working, project development and management, and procurement. Therefore, precisely the areas that are important to manage the transition faced by the VCS are not sufficiently covered at the moment. Other areas of need occur in the cluster of capital investment, facility management and construction. For a grid giving an overview of Greater Manchester service provision, please refer to the Appendix Six.

On the other hand, there are a number of initiatives underway to better understand the current situation and lay a basis for future improvement. As mentioned throughout, mapping studies and needs analyses are ongoing in several local districts. However, the awareness of the current challenges is not always reflected in plans for innovative services. Instead, of the 19 local infrastructure organisations, 12 plan an expansion of existing services. Five of these exclusively plan an expansion of existing services. The rest of the 19 organisations are waiting for funding or for the results of ongoing service reviews, and three do not plan any new services at all. The sub-regional organisations seem to be slightly more innovative, which may be a direct result of their more specialised nature. At least half are contemplating new services.

Capacity of Infrastructure

This impetus for expanding/deepening existing work rather than branching out into new areas might indicate that current provision of any given service is still perceived as insufficient, an issue which points to limited capacity of infrastructure organisations. Generally speaking, the information about clients served by each

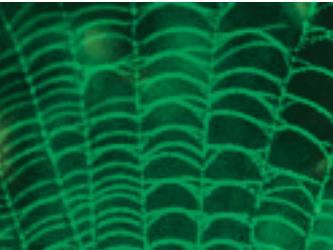
organisation allows the conclusion that a total of more than 12,000 organisations were served by infrastructure organisations in 2004/05. Unfortunately, the data is unreliable because each respondent's standard of supplying this information may be different and thus not comparable across the county. For example, rather than just comprising the number of organisations any given entity serves, it may also count repeat visits by the same organisation, thus inflating the numbers. At the same time, at least this number gives an initial idea of what the capacity of Greater Manchester infrastructure is thought to be, though it does not say anything about how many organisations actually access services from infrastructure and at what level of intensity. This figure compares to 10,177 known VCS organisations in the county, a number based on the CVSS' estimates.

Funding

Another indicator for the capacity of infrastructure organisations is their funding. A crucial premise of ChangeUp is the long-term improvement of infrastructure provision in order to build the capacity of the VCS. This necessarily requires a strategic approach. Unfortunately, the overwhelming mood among the very organisations that are supposed to deliver this demanding goal is still largely characterised by the uncertainties of short-term funding in a politically volatile environment and by the attendant limitations on long-term planning. How well infrastructure is adapting to the new environment may be demonstrated by moves to break out of this short-term funding trap by diversifying income sources. All but three local infrastructure organisations have more than three funding sources, and almost all of the sub-regional organisations generate their revenue from more than three sources. In order to diversify their funding, many organisations are looking towards earned income generation. Currently, three local infrastructure organisations generate

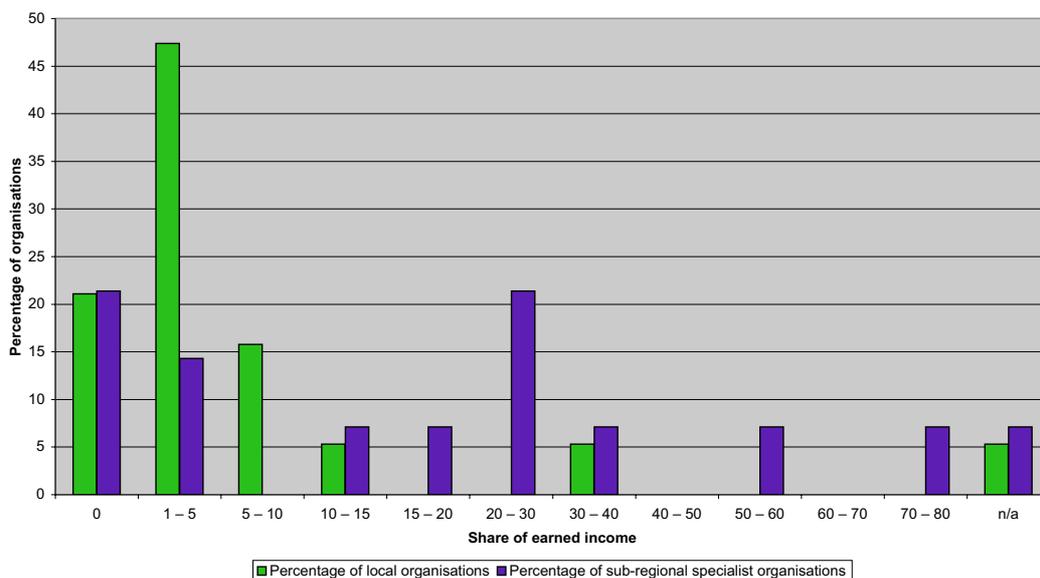
“ a total of more than 12,000 organisations were served by infrastructure organisations in 2004/05 ”

“ the overwhelming mood is still largely characterised by the uncertainties of short-term funding in a politically volatile environment and by the attendant limitations on long-term planning ”



“ in almost all local authority districts, there is a sense of insecurity caused by a re-evaluation and re-allocation of how the local authority funds the VCS. ”

Earned Income



15 percent or more earned income, in contrast to nine sub-regional ones. This may once again be related to their higher specialisation which may put them in a better position to sell their services. In addition, the specialist sub-regional organisations were forced in the past to generate some of their income by selling services because of their lack of access to grant funding. Of course, this poses a problem for some frontline organisations that cannot afford the charge for these specialist services. Only four local and 3 sub-regional entities generate no earned income at all. But in the extremely low bracket of a one to five percent share of earned income, there are 9 local organisations and only 2 sub-regional ones.

As mentioned throughout, in almost all local authority districts, there is a sense of insecurity caused by a re-evaluation and re-allocation of how the local authority funds the VCS. At least six out of ten local districts in Greater Manchester are experiencing some form of insecurity on account of this, with developments ranging from a shift from grants to service level agreements and commissioning, to a re-assessment of community strategies, to core grants being put out to tender. Local infrastructure is observing this with mixed feelings. While acknowledging that new

opportunities for the VCS might open up through new arrangements, they also point to the insecurity that is necessarily a by-product of a situation in flux. The top funding source that the local infrastructure organisations in question expect to expire is funding related to the Single Community Programme. Of 12 funding sources mentioned by 19 organisations, the programmes to be transferred into the Single Community Programme got seven hits. Two mentioned that their core funding would be open to tender. Other funding sources that were mentioned in this context were:

- Big Lottery (five instances)
- European Regional Development Fund (five instances)
- Neighbourhood Renewal Fund (four instances)
- Single Regeneration Budget (three instances)

However, overall, the funding outlook for Greater Manchester seems to be surprisingly optimistic. Locally, only four organisations expect their funding levels to go down. 16 are expecting no change or an upward movement. This compares to only one sub-regional organisation having negative overall funding expectations and

12 assessing the situation positively, 11 of which are expecting their levels to increase. Reasons that were mentioned for optimistic expectations included a political environment that is conducive to funding infrastructure, as well as initiatives geared towards youth and older people, and a Big Lottery infrastructure commitment. In terms of realistically assessing the future, the local infrastructure appeared to have a more specific idea about future funding opportunities and was able to name them accordingly, in contrast to the sub-regional specialist infrastructure, which seemed hopeful to get new funding, but was overall less specific on which funding pots they might want to approach.

Staffing

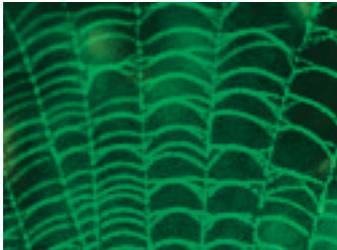
Staffing levels and composition could serve as one further indicator of the capacity of the Greater Manchester VCS infrastructure. VCS infrastructure itself employs very few volunteers. Roughly a third of all organisations do not employ volunteers at all. Less than a third employs fewer than twelve volunteers. These are the two categories that all of the local and sub-regional infrastructure organisations fall into. The only sub-regional specialists that break out of this frame are the Lesbian and Gay Foundation with 134 volunteers and the Greater Manchester Federation of Clubs for Young People with 300 volunteers. It is striking that organisations serving the voluntary sector would have so few volunteers. The only volunteers most infrastructure organisations have, sit on their boards. Therefore, the professionalisation of the VCS is foreshadowed by the almost full professionalisation of the VCS infrastructure.

Not surprisingly, funding trends influence staffing levels, although not in the straightforward way that one might expect. Negative funding expectations will more often than not be mirrored in a decrease of staffing levels (three organisations out of four countywide). When funding is

expected to stay the same, it sometimes prompts organisations to maintain staffing levels the way they are, but almost the same portion of organisations is led to increase them. Upwards funding expectations will usually lead to higher staffing levels, but in some cases, they do not influence staffing levels at all, possibly pointing to organisations who already consider their capacity at a desirable level. In 2004/05, Greater Manchester infrastructure organisations employed 546.5 people, including both full-time and part-time staff. More than three quarters of infrastructure organisations countywide (25) employed between one and 19 people, the rest (8) employ over twenty or thirty people, one having freelance contracts with as many as 120. The majority of organisations have under five staff managers. In all but eight cases, the managers work full-time.

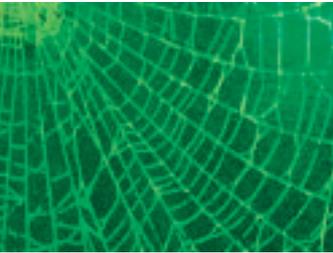
The bulk of organisations (21) have between one and ten staff members with qualifications considered relevant to the VCS, with the majority being in the one to five bracket. Eight of the remaining 12 did not have specific information available about this issue. This seems surprising but becomes less so when one takes into account that most infrastructure organisations report difficulties in recruiting staff that fit their requirements. 22 or two-thirds of the organisations said that they encounter such difficulties. Building the capacity of the county's VCS infrastructure is therefore not as easy as recruiting new staff but must also involve improving organisations' ability to attract and retain the suitable staff. Despite these difficulties, future staffing expectations are

“ Building the capacity of the county's VCS infrastructure must also involve improving organisations' ability to attract and retain the suitable staff ”



“ It is striking that organisations serving the voluntary sector would have so few volunteers. ”

“ In 2004/05, Greater Manchester infrastructure organisations employed 546.5 people, including both full-time and part-time staff ”



“17 of the 19 locally-owned generalist infrastructure organisations in Greater Manchester serve clients from their own district at a level between 90 to 100 percent. Few express a desire to expand their geographical range.”

“more effective signposting between and among generalists and specialists could give more organisations access to the full range of services.”

predominantly optimistic. Only four organisations are expecting their staffing levels to go down. The rest either expect them to stay the same or go up, with the larger portion expecting the latter.

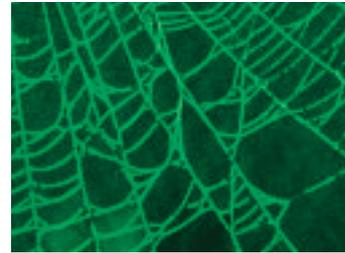
Sub-regional Division of Labour

The data supplied by the infrastructure suggests that the current division of labour is as follows: the generalist local infrastructure is addressing the general needs of the VCS, supplemented by some organisations that outsource a generalist function normally hosted by a CVS, such as volunteer bureau. Additionally, there are those generalist organisations that focus on specific groups. The only exception to this is Oldham Community Accountancy Service, which supplies a very specialised service at an exclusively local level. The other specialist organisations already work sub-regionally to a certain extent or would like to. Others are generalist infrastructure organisations working on a sub-regional level because they represent other organisations of the same type, i.e. youth organisations, infrastructure organisations, disabled people groups or lesbian and gay organisations, across the subregion.

17 of the 19 locally-owned generalist infrastructure organisations in Greater Manchester serve clients from their own district at a level between 90 to 100 percent. Few express a desire to expand their geographical range, except for ROFTRA and Brinnington Community First Partnership. In both cases, the motivation is to earn more income by offering services to those outside the usual remit, and in one of them, the instigator is the upcoming availability of new capacity in the form of a community resource building. Where the percentage of clients from the local district is lower, between 60 and 85 percent, the organisation serves such a limited group of clients, in this case orthodox Jewish and environmental organisations, that it would not make much sense to limit themselves to the local area.

Based on this, it seems that it would be a realistic approach to host general services, as well as those that necessitate knowledge of each local situation, such as development and representation, locally and to offer those that require more specialisation, such as advice on legal issues, accountancy or ICT, sub-regionally. To move in this direction, better sub-regional coordination of services is necessary, improving mutual awareness of each other's work and expertise. Existing capacity could then be utilised more efficiently. For example, some services that local generic infrastructure is lacking, are already offered by more specialist organisations located elsewhere and more effective signposting between and among generalists and specialists could give more organisations access to the full range of services. Currently, the limits on sub-regional specialist organisations' capacity to systematically reach out to the frontline suggests that not all organisations are sufficiently aware of the services that are being offered sub-regionally. However, as indicated above, many of the sub-regional specialists may not have the capacity to expand and diversify their range further, even though most express a desire to do so. Currently, the highest percentage of clients of these organisations still originates close to their location. (10 out of 13), but most would like to expand their geographic range in the future if they had the capacity. Among those that are not interested in expanding are the ones that already operate sub-regionally (i.e. GMCVO, Low Pay Unit) or see their capacity to do so as limited (i.e. Oldham Community Accountancy Services and Greater Manchester Hazards Centre). Therefore, key for facilitating an approach to infrastructure provision that involves both local and sub-regional infrastructure would be to address the underlying lack of capacity.

There is some reason to look towards some specialist providers to plug gaps occurring in almost every local district. The gaps that might be plugged in this way if capacity were improved, based on an expansion of existing services, are community



accountancy and other financial advice, ICT support, and human resources advice. In addition, most locations are missing advice on capital investment and premises, an area in which some capacity exists in the form of Community Technical Aid Centre and Douglas Valley Community. More specialised advice on business planning is currently available from the Community Accountancy Service, the Social Enterprise Development Initiative and Third Sector Enterprises at a sub-regional level but is also offered by four local CVSs.

Another gap that might best be closed by the further development of sub-regional specialist services is legal advice. There currently does not appear to be a one-stop source of legal advice within the VCS; rather legal advice is given sporadically, tailored to the mission of each organisation in question. To enable VCS organisations to navigate the legal complexities of procurement and being an employer, the provision of adequate advice would be crucial. One possible option to make legal advice more readily accessible to the VCS in Greater Manchester would be to gather this scattered legal capacity in one location or network. The Low Pay Unit is currently piloting a project on providing legal advice on personnel issues, but as of yet, this project is only temporary. In addition, it has to be noted that this function as well as some other functions may be performed by local government institutions. However, at present, if the behaviour of infrastructure organisations is indicative for that of the VCS overall, few organisations access legal services from the local statutory sector.

There are other gaps that specialist organisations operating on a sub-regional level currently are not addressing. These affect the more generalist areas of charity and company law, management committees and boards, as well as project management and volunteer training. It appears that these subject areas are ones that the local infrastructure should be prepared to cover. Yet, according to this mapping exercise, this is currently not happening. For example, organisations in

only four out of ten local districts listed advice in charity and company law as one of their services, and only one out of ten local districts features advice on management committees and boards. It must be noted, however, that this conclusion may be flawed, as organisations may have not reported their services in the same way.

In the area of facility management and leases and property, support is also apparently difficult to come by in almost all local authority districts. Where it is available, there are restrictions on the type of group that is being served, and there is no known sub-regional specialist to fill the gap. Volunteer recruitment and support and training in managing volunteers is also an area that is not covered in all the districts, but ways of addressing this shortfall are currently being assessed by a ChangeUp-funded project for Greater Manchester.

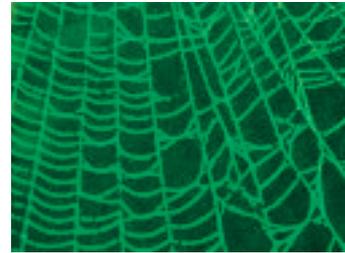
Findings

This project has been characterised by many of the difficulties in collecting and analysing information that are typically associated with conducting research in a diverse and little researched sector such as the VCS. Even though the data is not always compatible across districts and is patchy in many cases, local baselines have now been established on selected indicators illustrating the development of the VCS and its relations with the statutory sector in many of the local districts. Moreover, contact has been made with 19 local infrastructure organisations and 22 specialist sub-regional organisations, as well as, on a more superficial basis, with 71 infrastructure service providers. The information that has been collected in this process cannot lay claim to being comprehensive or conclusive, but it forms a good starting point in creating a comprehensive picture of the scope and nature of infrastructure service provision in Greater Manchester and can inform a discussion on its future direction. Specifically, it appears that the following issues should be considered by the Greater Manchester ChangeUp Consortium:

- **Coordination of services**—is the current division of labour between generalist and specialist infrastructure working in light of the capacity issues affecting both? Should the process of improving infrastructure provision across the county build on the existing approach, or can there be a more efficient way of satisfying the sector's diverse needs?
- **The requirements of a professionalising VCS**—what is the required menu of services that would enable VCS organisations in Greater Manchester to address the new legal, financial and operational challenges they are facing?
- **Specific service gaps**—what type of service provision should be considered

in the crucial areas of legal and human resources advice?

- **Data and reporting**—how can information about the VCS in Greater Manchester and infrastructure provision be collected more systematically, so that it becomes comparable across local districts and can serve to detect trends, as well as inform lobbying and funding applications? This includes developing a shared language as well as agreement on what data should be tracked in every district.
- **Access to infrastructure services**—how can the VCS's awareness of and access to infrastructure services be improved, what is the role of gateways in this process and can their capacity to act as such be improved?
- **Capacity of infrastructure**—how can infrastructure's own capacity to diversify income sources, attract and retain qualified staff and plan more strategically be improved? Can the experience of sub-regional specialist organisations in coping with a shortage of grant funding yield lessons that might help infrastructure organisations assess the risks and opportunities of diversifying their income? Can infrastructure find a way to detach itself to a certain extent from the effects of political uncertainty?



Appendix 1

Local Infrastructure Organisations

Bolton Council for Voluntary Service
Brinnington Community First Partnership
Bury Council for Voluntary Service
Council for Voluntary Service Rochdale
Douglas Valley Community Ltd
Interlink
Oldham Council for Voluntary Youth Services
Rochdale Federation of Tenants and Residents Associations
Salford Council for Voluntary Service
Stockport Action for Voluntary Youth
Stockport Council for Voluntary Service
Tameside Third Sector Coalition
Trafford Council for Voluntary Service / Trafford Volunteer Bureau
Voluntary Action Manchester
Voluntary Action Oldham
Voluntary and Community Action Trafford
Volunteer Centre Tameside
Wigan and Leigh Council for Voluntary Service
Wigan Council for Voluntary Youth Services

Sub-regional Generalist Infrastructure Organisations

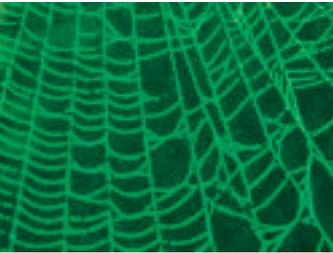
Greater Manchester Centre for Voluntary Organisation

Sub-regional Sub-sectorial Specialist Infrastructure Organisations

Black Health Agency
Greater Manchester Community Transport Forum
Greater Manchester Federation of Clubs for Young People
Greater Manchester Immigration Aid Unit
Greater Manchester Youth Network
Lesbian and Gay Foundation
Refugee Action
Wai Yin Chinese Women's Society

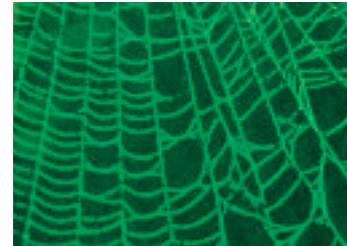
Sub-regional Specialist Infrastructure Organisations

Community Accountancy Service
Community Arts North West
Community Foundation for Greater Manchester
Community Technical Aid Centre
Greater Manchester Hazards Centre Ltd
Greater Manchester Low Pay Unit
Manchester Environmental Resource Centre Initiative
Manchester Progressive Enterprise Network
Manchester Community Information Network
Oldham Community Accountancy Services
Radio Regen
Social Enterprise Development Initiative

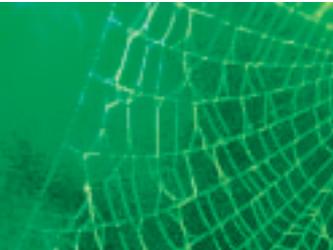


Infrastructure Service Providers

| Infrastructure Service Provider | Location | Responded to Survey? |
|--|-----------------------------------|----------------------|
| Age Concern | Bolton | no |
| Age Concern | Manchester | no |
| Age Concern | Oldham | yes |
| Age Concern | Rochdale | no |
| Age Concern | Salford | no |
| Age Concern | Stockport | yes |
| Age Concern | Tameside | no |
| Age Concern | Trafford | yes |
| Age Concern | Wigan | yes |
| Binoh | Salford | yes |
| Bloom | Manchester | no |
| Bolton Affiliation of Tenants and Residents Associations | Bolton | yes |
| Bolton Community Transport and Furniture Services | Bolton | yes |
| Broadcasting Support Services | sub-regional | no |
| Broughton Trust | Salford | yes |
| Chorlton Workshop | Manchester | yes |
| Citizens Advice Bureau Bolton | Bolton | yes |
| Citizens Advice Bureau Oldham | Oldham | no |
| Citizens Advice Bureau Stockport | Stockport | yes |
| Citizens Advice Bureau Trafford | Trafford | yes |
| Community Network for Manchester | Manchester | yes |
| Community Transport Manchester | Manchester | yes |
| Creative Industries in Salford | Salford | yes |
| CREST | Salford | yes |
| Developing our Communities | Oldham | no |
| Disability Stockport | Stockport | yes |
| EasyGo Travel | Stockport | no |
| Emerge Recycling | Manchester | yes |
| Equality and Diversity Centre of Excellence | Tameside | yes |
| Eyeline (Stockport Institute for the Blind) | Stockport | yes |
| Family Info Link | Stockport | no |
| Full Circle Arts | Manchester | yes |
| Gaddum Centre | regional | |
| Groundwork | Manchester , Salford and Trafford | yes |
| Groundwork | Oldham | yes |
| Groundwork | Wigan | yes |
| Lesbian Community Project | Manchester | yes |
| Manchester Alliance for Community Care | Manchester | yes |
| Manchester Area Resource Centre | Manchester | yes |
| Manchester Community Pride Initiative | Manchester | no |
| Manchester Council for Community Relations | Manchester | no |
| Manchester Disabled Peoples Access Group | sub-regional | yes |
| Manchester Refugee Support Network | Manchester | yes |



| Infrastructure Service Provider | Location | Responded to Survey? |
|---|--------------|----------------------|
| Manchester Social Enterprise Forum | Manchester | yes |
| Manchester Youth Volunteering Project | Manchester | yes |
| Milkstone Community Transport | Rochdale | yes |
| Oldham Disability Alliance | Oldham | no |
| Oldham Law Centre | Oldham | no |
| Oldham Race Equality Partnership | Oldham | no |
| Partington and Cadishead Transport Co-operative | Salford | yes |
| Radio Regen | sub-regional | no |
| Rochdale Centre for Diversity | Rochdale | no |
| Salford Community Transport | Salford | yes |
| Seedley and Langworthy Trust | Salford | no |
| Signpost Stockport for Carers | Stockport | no |
| St. Anthony's Centre | Trafford | yes |
| St. John Ambulance | sub-regional | no |
| Stockport Community Transport | Stockport | no |
| Stockport MIND | Stockport | no |
| Tameside Association of Voluntary Youth Organisations | Tameside | yes |
| The Scarman Trust | Manchester | yes |
| Third Sector Enterprises | Manchester | yes |
| Toucan Europe Limited | Manchester | yes |
| Voluntary Youth Manchester | Manchester | yes |
| Wigan and District Community Transport | Wigan | yes |
| Wythenshawe Mobile | Manchester | no |



Appendix 2



ChangeUp Questionnaire

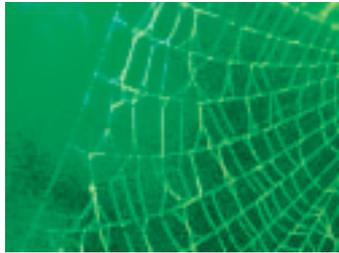
Organization Name and Contact Details:

1. Are you a
 - I&P
 - Company limited by Guarantee
 - Other (please specify)
2. Are you a registered charity?
 - Yes
 - No
3. Which services do you provide to other community and voluntary sector organisations? (Please be as specific as possible)
4. Of the above-named services which are the ones that are demanded most?

5. Please indicate the services you regularly access from the following sources:

| Sector/Source | Service |
|-----------------------------------|---------|
| Other Local Infrastructure | |
| National Infrastructure Providers | |
| Statutory Sector | |
| Internet | |
| Private Businesses | |

6. Do you provide any services that are targeted to particular client groups? If so, which and to which client groups are they targeted?
7. How many organisations have used your services in 2004/5?



CHANGEUP QUESTIONNAIRE

2

8. How many organisations use your services quarterly, on average?

9. Please indicate a rough percentage of how many of your total client base come from

- Your local authority district?
- Other areas? Please indicate which.

10. Which organisations/networks do you see as your main gateways to reach grassroots organisations that don't access your services directly?

11. Please estimate the **percentage** of total funding that your organisation derived in 2004/5 from:

- Core grant (from local authority)
- Other grants
- Contracts with local authority / service-level agreements
- Other contracts
- Earned income
- Donations

Please note: If you are a local office of a regional or national organization, please only include funding spent at the local Greater Manchester level.

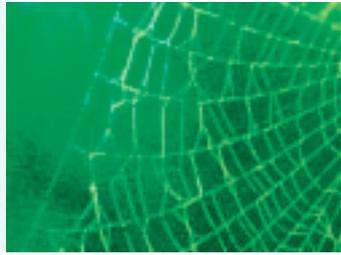
12. What is the amount of your core grant from local authority?

13. Please provide details about the composition of your staff in the grid below:

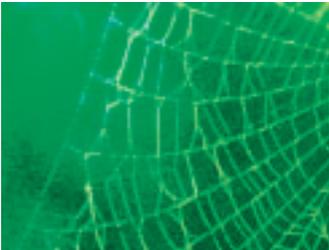
| | Number of Paid Staff | Number of Full-time Equivalent Staff | Number of Volunteers |
|--|----------------------|--------------------------------------|----------------------|
| How many people does your organisation currently employ? | | | |
| How many of the staff/volunteers work at the management level? | | | |
| How many of your staff/volunteers have qualifications relevant to the sector in general? | | | |

14. Do you have any difficulties recruiting staff that meet your requirements?

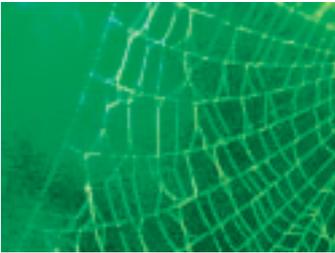
- Yes
- No



| CHANGEUP QUESTIONNAIRE | | |
|---|--------|--------|
| | 3 | |
| 15. Please indicate any changes and the reasons for these changes that you expect in 2006/7 or 2007/8 in the grid below: | | |
| | 2006/7 | 2007/8 |
| Do you expect new funding sources? | | |
| Are some funding sources expected to expire? | | |
| Do you expect your funding levels to go up, down, or stay the same? | | |
| Do you expect your staffing levels to go up, down, or stay the same? | | |
| Do you expect to add more general paid staff or reduce the number of paid staff? (not management) | | |
| | | |



| CHANGEUP QUESTIONNAIRE | | 4 |
|---|--|---|
| | | |
| Do you expect to add more staff at management level or reduce the number of management staff? | | |
| Do you plan to offer any new services? | | |
| Do you plan to discontinue any of your existing services? | | |
| Do you expect to expand the geographical range of your services? | | |
| | | |



ChangeUp Questionnaire

Organization Name and Contact Details:

1. Are you a
 - IPS
 - Company limited by Guarantee
 - Other (please specify)

2. Are you a registered charity?

3. Please provide details on the services you provide to other community and voluntary sector organisations in the grid below. Please only include those services you have provided in 2004/5 and expect to keep providing in the foreseeable future.

| Service provided to VCS organisations | Is there a charge for this service? | Target Group for this service? (i.e. can any organisation access this service, or is it restricted to a specific group?) |
|---------------------------------------|-------------------------------------|--|
| | | |

3. Whom should organisations contact to access these services? How can they access these services?



Questionnaire

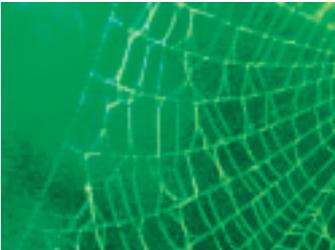
Specialist Infrastructure Organisations ChangeUp Strand 2

Thank you for taking the time to complete this questionnaire.
Your co-operation is greatly appreciated.

Information regarding your organisation

Main contact:

1. Are you a
 - Company Limited by a guarantee
 - I&P
 - Other (please specify)
2. Are you a registered charity?
 - Yes
 - No
3. Which services does your organisation offer to other VCS?
4. Do you provide specific services to specific clients groups? If so, which ones?
5. What services are demanded the most?



6. Please estimate the percentage of total funding that your organisation derived from:

- Grants from Local Authorities
- Other grants
- Contracts with Local authority/ service-level agreements
- Other contracts
- Earned income
- Donations

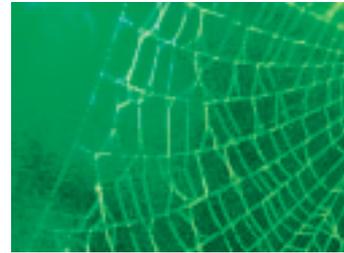
7. Which organisations do you have contracts with? Please list them:

8. Please provide details of the composition of your staff in the grid below:

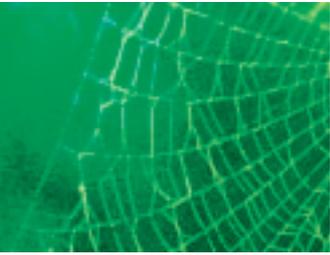
| | Number of paid staff | Number of full-time | Number of volunteers |
|---|----------------------|---------------------|----------------------|
| How many people does your organisation currently employ? | | | |
| How many staff/ volunteers work at a management level? | | | |
| How many of your staff/ volunteers have qualifications relevant to the sector in general? | | | |

9. Do you have any difficulties recruiting staff meeting your requirements?

10. What are the required skills which staff cannot satisfy?



| | 2006/07 | 2007/08 |
|---|---------|---------|
| Do you expect new funding sources? | | |
| Are some funding sources expected to expire? | | |
| Do you expect your funding levels to go up, down or stay the same? | | |
| Do you expect your staffing levels to go up, down or stay the same? | | |
| Do you expect to add more general paid staff or reduce the number of paid staff? (not management) | | |

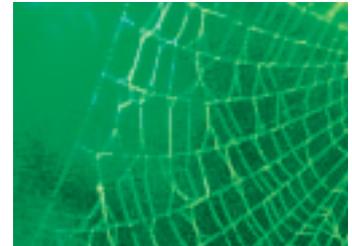


| | | |
|--|--|--|
| Do you expect to add more staff at management level or to reduce the number of management staff? | | |
| Do you plan to offer any new services? If so, which ones? | | |
| Do you plan to discontinue any of your existing services? If so, which ones? | | |
| Do you expect to expand the geographical range of your services? If so, where? | | |

Information on your clients

11. How many organisations have used your services in 2004/05?

12. Of those, approximately how many have used your service regularly? What is your definition of a regular user?



13. Please draw a percentage of the number of organisations accessing your services for each district: E.g.: 25% are based in Salford, 32% in Manchester, 10% in Trafford, 38% in Tameside etc.

| | | | |
|------------|--|-----------|--|
| Salford | | Tameside | |
| Manchester | | Stockport | |
| Trafford | | Bury | |
| Oldham | | Bolton | |
| Rochdale | | Wigan | |

14. How do you find your service users? How do they find you?

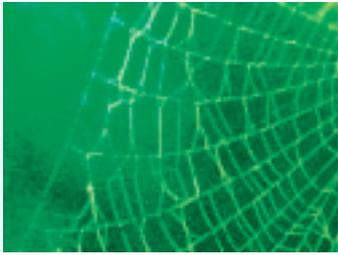
15. How would you define the size of the client organisations which access your services?

- Unstaffed
- Small grassroots (between 1 and 5 employees)
- Medium sized (between 6 and 20)
- Large (over 20 members of staff)
- Other infrastructure organisations
-

Potential gaps in client base

16. Would you like to extend your client group? Would you like to reach more organisations outside your district? Which barriers are preventing you from doing so?

17. Are there any groups which you think would like to, but are not currently accessing your services? If so, which ones?



18. Which factors are preventing groups to access your services?

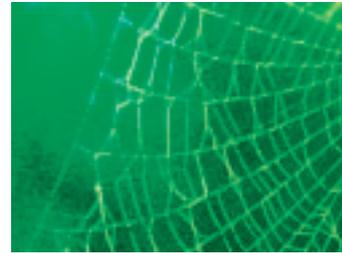
19. Does the composition of the beneficiaries of your service provision reflect the diversity of the geographical area where you operate?

20. Do you receive requests for services you do not provide?

21. Do you have to turn down requests for services provided because resources are not sufficient to meet demand? If so, which services?

22. Do you have to refuse requests for services which you provide because the requester cannot afford the cost of them?

23. Which services which are currently not available are needed to improve the sector and raise its standards?



Working with other organisations

1. Do you deliver services with other organisations? If so, which organisations do you work with? Please list:

2. Does partnership work benefit you? How?

2. Which local, sub-regional, regional and national networks is your organisation a member of? Please list:

Please note that any information provided in the questionnaire will be kept confidential and not passed on to any third party without prior consultation.



Appendix 3

National and Regional Services

| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|---------------------------|--|------------------------------------|---------------------|
| Action with Communities in Rural England national | information sharing and signposting | legal and good practice | information sheets on Village Halls | Village Hall management committees | |
| | legal and good practice | training | charity and company law | Village Hall management committees | |
| | management and development | training | organisational management training | Village Hall management committees | |
| | practical resources | advice | Village hall information sheets on facility management | Village Hall management committees | |
| | practical resources | training | facility management training | Village Hall management committees | |
| | representation | | advocacy on rural issues and disadvantage | Rural community councils | |
| Association for Research in the Voluntary and Community Sector national | information sharing and signposting | researchers | publish advice on community research | | |
| Association of Charity Officers national | information sharing and signposting | legal and good practice | briefings and good practice guides | members | |
| | information sharing and signposting | legal and good practice | updates from a specialist legal firm | members | |
| | information sharing and signposting | policy | publishes reports on implications of national policies | members | |
| | management and development | networking | access to network of special skills and experience through other members | members | |
| | management and development | organisational management | advice and first point of contact for organisations | members | |
| | representation | | providing a voice for charitable organisations | | |
| | training | | tailored training | members | |
| Association of Chief Executives of Voluntary Organisations national | finance | accountancy | accountancy helpline | members | |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|---|-------------------------------------|--|---|---------------------------|
| Association of Chief Executives of Voluntary Organisations national | finance | payroll and pensions | legal helpline on employee benefits package | members | |
| | information sharing and signposting | event development | local events in the Northwest on various issues | | local events in Northwest |
| | legal and good practice | charity and company law | legal helpline | members | |
| | legal and good practice | employment: staff and volunteers | legal helpline | members | |
| | legal and good practice | property: licenses, leases, etc. | legal helpline | members | |
| | management and development | funding and grants | fundraising and grants helplines | members | |
| | management and development | training | courses and events to inspire effective leadership in the third sector | | local events in Northwest |
| British Association of Settlements and Social Action Centres national | information sharing and signposting | general | various resources on the website | | |
| | information sharing and signposting | monitoring and evaluation | Building Evidence Demonstrating Effectiveness materials on website (helping organisations evaluate their own services for the community) | | |
| | management and development | networking | has regional officers and promotes networking among VCS organisations | | |
| | representation | | represents BASSAC members at national level | | |
| | training | | annual conference with a number of practical workshops | | |
| | British Urban Regeneration Association national | information sharing and signposting | general | www.buranet.com , a knowledge base for regeneration practitioners | members |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|---------------------------|--|----------------------|---|
| British Urban Regeneration Association national | training | | ten one-day seminars on urban regeneration issues, with the possibility to enroll for a postgraduate certificate in Management | | |
| British Youth Council national | information sharing and signposting | legal and good practice | handbooks on how to set up youth councils and other youth involvement issues | | |
| | legal and good practice | policy | advice on how to involve young people in running voluntary organisations | | |
| | management and development | researchers | consultancy services | | |
| | management and development | training | courses in developing a youth organisation | young people | |
| Business in the Community national | volunteers | | Pro-Help professional help for VCS organisations | | |
| | volunteers | | Cares employee volunteering programme | | |
| Charities Evaluation Service national | management and development | monitoring and evaluation | provides external evaluations of organisations | | |
| | management and development | training | courses on monitoring and evaluation as well as quality assurance. | | courses held in London, but can be tailored to orgs and delivered in-house |
| Charities Information Bureau national | information sharing and signposting | general | website features information about available funding | | |
| | information sharing and signposting | general | funding and grants newsletter | discount for members | |
| | management and development | training | offers funding and grants training courses for organisations | | targeted to West Yorkshire groups, but can be made available in-house to other groups |
| Civic Trust national | management and development | researchers | research on regeneration | | local office in Liverpool |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|----------------------------------|--|-----------------------------|--|
| Civic Trust national | management and development | training | organisational management training | | local office in Liverpool |
| Community Development Exchange national | information sharing and signposting | general | website features information about community development | | |
| | management and development | networking | regional networks/e-discussion groups | | |
| Community Matters national | consultancy | management and development | consultancy services | first visit free to members | |
| | legal and good practice | charity and company law | phone advice service | | |
| | legal and good practice | employment: staff and volunteers | phone advice service | | |
| | legal and good practice | management committees and boards | phone advice service | | |
| | legal and good practice | property: licenses, leases, etc. | phone advice service | | |
| | legal and good practice | training | charity and company law | | recipient organisations provide venue and refreshments |
| | legal and good practice | training | employment: staff and volunteers | | recipient organisations provide venue and refreshments |
| | legal and good practice | training | policy (developing an equal opportunities policy) | | recipient organisations provide venue and refreshments |
| | management and development | training | business planning | | recipient organisations provide venue and refreshments |
| | management and development | training | project management | | recipient organisations provide venue and refreshments |
| | management and development | training | fundraising and grants skills training | | recipient organisations provide venue and refreshments |
| | practical resources | facility management | phone advice service | | |
| | practical resources | training | facility management training | | recipient organisations provide venue and refreshments |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|--|----------------------------|----------------------------|---|------------------|--|
| Community Service Volunteers national | management and development | training | training for staff that manages volunteers | | regional workshops arranged through the Institute for Advanced Volunteer Management |
| | management and development | training | media training | | have a presence in Manchester: CSV Media Clubhouse – Manchester 9th Floor, St James' Buildings 79-85 Oxford St Manchester M1 6EJ |
| | volunteers | | volunteer management service | | |
| | volunteers | | recruitment | | CSV action desks based at every BBC local station, including Manchester |
| Community Transport Association regional | legal and good practice | CRB checks | | members only | |
| | legal and good practice | health and safety | minibus insurance | members only | |
| | management and development | organisational development | | transport groups | |
| | practical resources | equipment and supplies | discount purchase schemes | members only | |
| | practical resources | training | training in transport operations, conference and training at GMEX | transport groups | local events |
| Development Trusts Association national | management and development | networking | supports regional and specialist networks to exchange information and good practice | | |
| | representation | advocacy and campaigning | advocating on behalf of development trusts | | |
| | management and development | researchers | | | |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|--|-------------------------------------|----------------------------|---|---------------------------------|---|
| Development Trusts Association national | legal and good practice | setting up an organisation | advice and support on how to set up a development trust | | |
| Directory of Social Change national | finance | training | | | Liverpool office, training can be provided in-house |
| | legal and good practice | training | charity and company law | | Liverpool office, training can be provided in-house |
| | management and development | researchers | researches and publishes handbooks and reference guides | | |
| | management and development | training | fundraising training | | Liverpool office, training can be provided in-house |
| | management and development | training | organisational management training | | Liverpool office, training can be provided in-house |
| Ethnic Minority Foundation national | consultancy | management and development | national capacity building program for BME orgs. | BME orgs | delivered by capacity building officers who consult with orgs and work with them to improve their organisational capacity |
| Evelyn Oldfield Unit national | consultancy | management and development | consultancy services | refugee community organisations | |
| | information sharing and signposting | general | publications on refugee related issues | refugee community organisations | |
| | training | | accredited courses at graduate and postgraduate level in cooperation with academic institutions | | |
| | training | | package training on issues identified during consultancy | refugee community organisations | |
| | volunteers | training | training on recruiting, involving and supporting refugees as volunteers | | |
| Federation of Local Supported Living Groups national | training | | training on mental and learning disabilities | | works in Northwest region |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|----------------------------|--|-----------------------|---|
| Homeless Link national | management and development | researchers | conducts research and hosts a research forum meeting quarterly to improve collaboration on ongoing research, also email group open to anyone interested in homelessness research | | |
| | training | | training on homelessness issues | | most based in London, but have regional manager for Northwest |
| | training | | training on managing change and team building, as well as homelessness related issues | | in-house training available |
| Institute for Volunteering Research national | management and development | researchers | carries out and commissions research on volunteering, disseminates the results | | |
| Institute of Public Sector Management national | information sharing and signposting | legal and good practice | government news extracts on website | | |
| | management and development | organisational development | help desk giving advice on day-to-day management issues | restricted to members | |
| | management and development | training | accredited courses in public service management | | located in Bolton |
| | management and development | training | project management training | | located in Bolton |
| | management and development | training | one-day courses on miscellaneous management topics | | located in Bolton |
| Law Centres Federation national | legal and good practice | setting up an organisation | advice on setting up law centres | | |
| National Association of Councils for Voluntary Service national | information sharing and signposting | event development | events on policy issues | | |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|----------------------------|--|--------------|---------------------|
| National Association of Councils for Voluntary Service national | information sharing and signposting | training | online database of trainers and consultants | | |
| | management and development | advice | enquiries service | members | |
| | management and development | marketing and media | variety of promotional services | members | |
| | management and development | networking | NACVS runs a number of networks | | |
| | management and development | training | induction training for CVS chief officers | | |
| National Children's Bureau national | consultancy | management and development | consultancy services | members | |
| | consultancy | management and development | consultancy services on strategic planning | members | |
| | consultancy | | consultancy services on interagency working | members | |
| | legal and good practice | training | training on working with children and evaluation | | London based |
| | management and development | event management | event management services | | |
| | management and development | researchers | Conducts research to influence policy | | |
| | | | | | |
| National Council for Voluntary Organisations national | information sharing and signposting | consultancy | directory of approved consultants | members | |
| | information sharing and signposting | event development | events on various issues | members | |
| | management and development | networking | runs a number of networks | members | |
| National Council for Voluntary Youth Services national | management and development | monitoring and evaluation | Self-assessment guide for voluntary youth organisations | | |
| | training | | tailored training packages from organisational development to child protection | | |



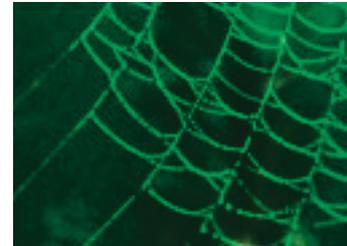
| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|--------------------|--|---|---|
| National Housing Federation national | finance | training | finance skills courses | | regional office in Manchester and some training offered in Manchester |
| | information sharing and signposting | researchers | Housing Figures, a data resource on housing | | |
| | legal and good practice | training | property: licenses, leases, etc. | | regional office in Manchester and some training offered in Manchester |
| | management and development | training | training courses in all aspects of management | | regional office in Manchester and some training offered in Manchester |
| | practical resources | training | housing management training | | regional office in Manchester and some training offered in Manchester |
| National Youth Agency national | information sharing and signposting | general | information library and electronic information centre | | |
| | information sharing and signposting | policy | information on policy developments | | |
| North West Network regional | management and development | funding and grants | advice and information on European funding issues and accession of such grants | | based in Manchester |
| | management and development | networking | develop local BME networks across the subregion | BME orgs | based in Manchester |
| | representation | | representation of BME groups | BME orgs | based in Manchester |
| | volunteers | | support in volunteer management and delivery | | based in Manchester |
| North West Regional Council for Voluntary Youth Services regional | management and development | networking | conduit of information from NCVYS to regional organisations | voluntary youth organisations (members) | contacts available in every local authority district |



| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|---|-------------------------------------|----------------------------|--|--|--|
| North West Regional Council for Voluntary Youth Services regional | representation | | umbrella organisation for the North West | voluntary youth organisations (members) | contacts available in every local authority district |
| | training | | organises training workshops | voluntary youth organisations (members) | contacts available in every local authority district |
| Planning Aid national | legal and good practice | training | training, information and facilitation for groups about how community planning may affect your community | | office in Sale |
| | legal and good practice | | free phone advice on town and county planning issues | | has regional caseworker |
| People for Action national | information sharing and signposting | event development | Sharing knowledge and best practice through events | members (housing and regeneration organisations) | |
| | information sharing and signposting | finance | community investment (Solutions Bank information system) | members (housing and regeneration organisations) | |
| | information sharing and signposting | | Sharing knowledge and best practice through newsletters | members (housing and regeneration organisations) | |
| | management and development | networking | Sharing knowledge and best practice through networking | members (housing and regeneration organisations) | |
| Tenant Participation Advisory Service national | consultancy | management and development | consultancy services | | based in Manchester |
| | finance | training | bookkeeping and accountancy | | based in Manchester |
| | information sharing and signposting | general | online information on housing issues | | based in Manchester |
| | legal and good practice | advice | help line on housing issues | members | based in Manchester |
| | legal and good practice | training | committee skills | | based in Manchester |
| | management and development | training | organisational development training | | based in Manchester |
| | management and development | training | management skills training | | based in Manchester |
| | management and development | training | funding and grants training | | based in Manchester |



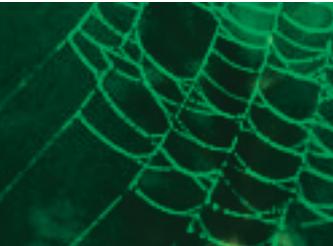
| Organisation Name | Service Category | Sub Category | Description | Target Group | Local Accessibility |
|--|-------------------------------------|-------------------------|--|--|-------------------------------------|
| The Charity Service national | finance | accountancy | | | located in Manchester |
| | finance | payroll and pensions | payroll administration | | located in Manchester |
| | finance | | independent examinations in lieu of audit | | located in Manchester |
| | legal and good practice | charity and company law | charity registration and compliance | | located in Manchester |
| UK Youth national | management and development | training | bid writing training | | some training offered locally |
| | training | | train the trainers | | some training offered locally |
| | training | | youth issues | | some training offered locally |
| Voluntary Arts England national | information sharing and signposting | general | website contains directory of funding sources | | |
| | information sharing and signposting | training | website contains directory of training events | | |
| Voluntary Sector North West regional | information sharing and signposting | event development | organises conferences and events | members and networks | based in Manchester |
| | information sharing and signposting | general | electronic information service | members and networks | based in Manchester |
| | management and development | networking | facilitates meetings of North West Community Empowerment Forum | North West Community Empowerment Networks only | based in Manchester |
| | representation | | provides a voice for the VCS | membership and networks | based in Manchester |
| Volunteering England national | consultancy | volunteers | consultancy services | | |
| | volunteers | training | training on volunteer management | | some training offered in Manchester |



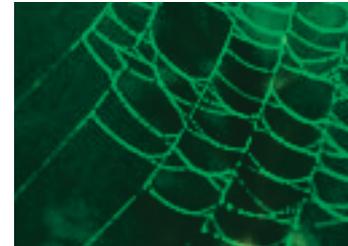
Appendix Four

Specialist Services

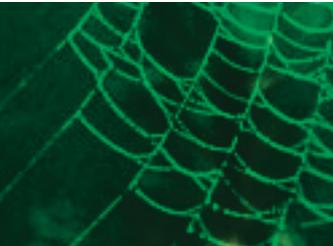
| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|--------------------------------------|-------------------------------------|----------------------|--|---|--------------------------|
| Community Accountancy Service | finance | accountancy | | accounts preparation | yes |
| | finance | budgets | | bookkeeping on | |
| | finance | payroll and pensions | | payroll bureau | yes |
| | finance | tax advice | | tax advice | |
| | finance | training | | one-to-one sessions | yes |
| | management and development | business planning | | business planning on request | |
| Community Arts North West | arts development | training | culturally diverse voluntary arts/ community sector, refugee groups and artists, socially excluded young people, homeless people | specialist training to community groups and individuals | yes |
| | information sharing and signposting | services | culturally diverse voluntary arts/ community sector, refugee groups and artists, socially excluded young people, homeless people | directory of community arts organisations, resources, artists | yes |
| | management and development | capacity building | culturally diverse voluntary arts/ community sector, refugee groups and artists, socially excluded young people, homeless people | capacity building | yes |
| | management and development | event management | culturally diverse voluntary arts/ community sector, refugee groups and artists, socially excluded young people, homeless people | event organisation and development | yes |



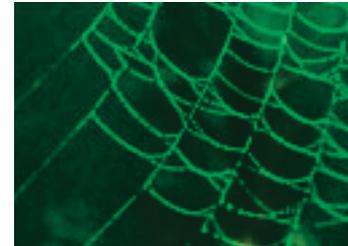
| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|---------------------------------------|-------------------------------------|----------------------------------|--|---|-----------------------------|
| Community Arts North West | management and development | marketing and media | culturally diverse voluntary arts/ community sector, refugee groups and artists, socially excluded young people, homeless people | raising the profile for other organisations | yes |
| Community Technical Aid Centre | construction and design | planners | | community planning and identification of need | |
| | construction and design | urban design | | community design services | yes |
| | management and development | monitoring and evaluation | | monitoring and evaluation based on social audits/outcomes | |
| | management and development | project development | | project development | yes |
| | practical resources | capital funding advice | | capital funding advice | yes |
| GMCVO | consultancy | | | consultancy services | yes |
| | finance | accountancy | | | limited capacity |
| | finance | payroll and pensions | | | limited capacity |
| | ICT | coordination | | servicing e-communities network | yes |
| | ICT | management and development | sub-regional infrastructure organisations | Five Counties ICT Project | n/a - restricted membership |
| | information sharing and signposting | consultancy | | directory of accredited consultants | |
| | information sharing and signposting | event development | | providing programme of conferences, lectures and events | yes |
| | information sharing and signposting | legal and good practice services | members | journal | |
| | information sharing and signposting | | | directory of infrastructure services | |
| | information sharing and signposting | | | website | yes |
| | management and development | event management | | event organisation and hosting for other organisations | yes |
| | management and development | networking | managers of voluntary organisations | managers network | yes |
| | management and development | networking | trustees of voluntary organisations | trustees network | yes |



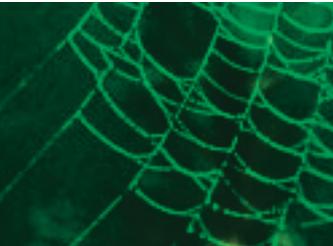
| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|--|-------------------------------------|-----------------------------|---|---|-----------------------------|
| GMCVO | management and development | training | | accredited management training | yes |
| | management and development | training | | short-course management training | yes |
| | practical resources | meeting space | | meeting room hire | yes |
| | practical resources | office space | small & new voluntary sector organisations | office space hire | limited capacity |
| | practical resources | publicity | | print and design | yes |
| | procurement partnership | coordination | infrastructure providers | ChangeUp lead body functions | n/a - restricted membership |
| | procurement partnership | coordination | voluntary sector learning providers | Greater Manchester Learning Providers Consortium lead body functions | n/a - restricted membership |
| | representation | | | lobbying on behalf of the voluntary sector at sub-regional, regional and national level | |
| | representation | | | enabling voluntary organisations to influence transport policy | yes |
| | representation | | | enabling voluntary organisations to influence policy on housing; health & social care; environment; learning & skills; arts and | yes |
| | support to specific groups | | community transport operators | tailored services to specialist orgs | yes |
| | support to specific groups | | community radio | tailored services to specialist orgs | yes |
| | support to specific groups | | community arts groups | tailored services to specialist orgs | yes |
| training | | Supporting People providers | specialist training to orgs involved in Supporting People | yes | |
| Greater Manchester Coalition of Disabled People | information sharing and signposting | general | | historical archive on disability | yes |
| | information sharing and signposting | services | | | |
| | legal and good practice | policy | | information on disability | yes |
| | support to specific groups | disability | | all services | |
| training | | | peer advocacy training for disabled refugees | yes | |



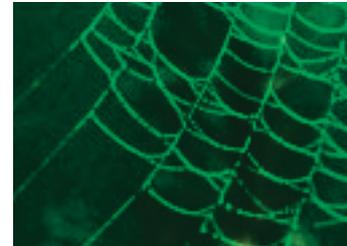
| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|--|-------------------------------------|----------------------------------|-------------------------------|---|--------------------------|
| Greater Manchester Federation of Clubs for Young People | legal and good practice | health and safety | member youth clubs | insurance for residential activities and public liability | yes |
| | management and development | event development | member youth clubs | ongoing programme of activities for youth organisations | yes |
| | management and development | fund-giving | member youth clubs | funding for residential activities | yes |
| | management and development | human resources | member youth clubs | dispatch staff for residential activities | yes |
| | practical resources | meeting space | member youth clubs | accommodation for residential activities in the Peak District | yes |
| | support to specific groups | young people | member youth clubs | all services | |
| | training | | member youth clubs | range of training to young people and staff | yes |
| Greater Manchester Hazards Centre | legal and good practice | health and safety | | health and safety information | yes |
| | legal and good practice | health and safety | | health and safety audits | |
| | legal and good practice | training | | health and safety training | |
| | legal and good practice | training | | training in how to set up a health and safety system and understanding legal responsibilities | |
| | practical resources | advice | | advice on environmental pollution at the workplace | yes |
| | practical resources | risk assessments | | training in risk assessments | |
| | representation | advocacy/campaigning | | campaigning/awareness raising on hazards and pollution | yes |
| Greater Manchester Low Pay Unit | legal and good practice | employment: staff and volunteers | | employment law information | yes |
| | legal and good practice | training | | | |
| | management and development | researchers | | research on labor issues | |
| Greater Manchester Youth Network | ICT | training | | | |
| | information sharing and signposting | general | youth groups | website, newsletter | |
| | information sharing and signposting | policy | youth groups | information on local government youth policy | yes |
| | legal and good practice | CRB checks | | | |



| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|---|---|------------------------------|-------------------------------|--|--------------------------|
| Greater Manchester Youth Network | management and development | funding and grants | youth groups | funding search for small grassroots groups | yes |
| | management and development | researchers | youth groups | research on new projects | |
| | representation | advocacy/campaigning | youth groups | represent the VCS on Greater Manchester Connexions board | |
| | support to specific groups | young people | | all services | |
| | training | | youth groups | | |
| Lesbian and Gay Foundation | ICT | computer facilities | LGB groups | internet-ready computers | |
| | information sharing and signposting | general | LGB groups | library/archive | |
| | information sharing and signposting | policy | LGB groups | policy updates | |
| | management and development | fund-giving | LGB groups | fund-giving to other groups | yes |
| | management and development | funding and grants | LGB groups | funding advice | yes |
| | management and development | marketing and media | LGB groups | advertising | |
| | management and development | marketing and media | LGB groups | website links | |
| | practical resources | mailbox | LGB groups | mailbox facilities | |
| | practical resources | meeting space | LGB groups | venue hire | |
| | practical resources | office space | LGB groups | | yes |
| | support to specific groups | LGB groups | LGB groups | all services | |
| | Manchester Community Information Network | ICT | ICT strategy and policy | | develop ICT strategy |
| ICT | | internet access and services | | website programming | yes |
| ICT | | internet access and services | | managing community portal and website hosting | yes |
| ICT | | technical support | | | yes |
| ICT | | training | | | yes |
| management and development | | marketing and media | | web design | yes |
| management and development | | marketing and media | | web content development | yes |
| Oldham Community Accountancy Service | finance | accountancy | | independent examinations of accounts | |
| | finance | payroll and pensions | | payroll bureau | yes |
| | finance | training | | | yes |



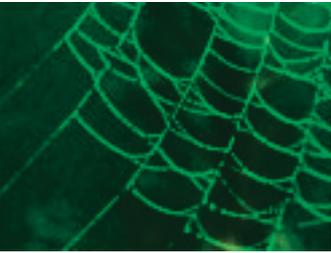
| Organisation | Service Category | Sub-category | Restricted to specific group? | Description | Highly demanded service? |
|---|----------------------------|----------------------|---|--|--------------------------|
| Social Enterprise Development Initiative | legal and good practice | advice | social enterprises and groups about to become one | advice on social enterprise | |
| | management and development | advice | social enterprises and groups about to become one | advice on social enterprise | |
| | management and development | business planning | social enterprises and groups about to become one | business planning toolkit | |
| | management and development | researchers | social enterprises and groups about to become one | ethnocentric research on social enterprise at local level | |
| | management and development | researchers | social enterprises and groups about to become one | conduct focus groups | |
| | management and development | training | social enterprises and groups about to become one | training on social enterprise | |
| | procurement partnership | brokering service | social enterprises and groups about to become one | broker business relationships/partnerships | |
| | representation | advocacy/campaigning | social enterprises and groups about to become one | lobbying at local, regional and national level on behalf of BME social enterprises | |
| | representation | | social enterprises and groups about to become one | representation at local, regional and national level | |
| | support to specific groups | BME | social enterprises and groups about to become one | all services | |
| | support to specific groups | social enterprises | social enterprises and groups about to become one | all services | |



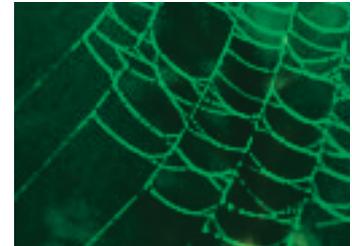
Appendix 5

List of Infrastructure Services in Greater Manchester

| Service Category | Sub-category | Description |
|--|------------------------------|--|
| Art Development | training | training in arts development |
| Construction and Design | landscape design | community garden design |
| | planners | community planning and identification of need |
| | urban design | community design services |
| Finance | accountancy | information and advice on bookkeeping and accounts |
| | accountancy | independent examinations |
| | budgets | advice on budgets and financial management |
| | budgets | bookkeeping |
| | funding and grants | acting as accountable body |
| | funding and grants | fund management |
| | payroll | payroll services |
| | tax advice | tax advice |
| | training | training in basic financial management and bookkeeping |
| ICT | computer facilities | computer facilities to be used by other groups |
| | consultancy | ICT consultancy |
| | coordination | servicing of e-communities network |
| | ICT strategy and policy | support in ICT policy development |
| | ICT strategy and policy | support in ICT strategy development |
| | information and advice | ICT information and advice |
| | internet access and services | web hosting |
| | internet access and services | website programming |
| | management and development | Five Counties ICT project |
| | technical support | ICT technical support |
| | training | accredited ICT training |
| | training | training in computer programs |
| | training | training in delivering online training courses |
| Information Sharing and Signposting | advice | general advice |
| | consultancy | directory of accredited consultants |
| | event development | organise events on social enterprise related subjects |
| | event development | providing program of conferences, lectures and events |
| | general | funding library/databases |
| | general | newsletters |
| | general | reference library |
| | general | websites with information |
| | general | historical archives on disability |
| | legal and good practice | GMCVO journal for members |
| | policy | policy briefs |
| | practical resources | advice on greening office buildings |
| | services | directories |
| | services | signposting to services, experts and organisations |
| Legal and Good Practice | advice | advice on social enterprise |
| | charity and company law | advice and information about charitable law |



| Service Category | Sub-category | Description |
|--------------------------------|-----------------------------------|---|
| Legal and Good Practice | charity and company law | advice on legal issues |
| | charity and company law | charitable registration |
| | CRB checks | CRB checks |
| | employment: staff and volunteers | advice on being an employer |
| | employment: staff and volunteers | promotion of good practice in employment |
| | employment: staff and volunteers | employment law information |
| | health and safety | information on health and safety issues |
| | health and safety | information on insurance |
| | health and safety | minibus insurance |
| | health and safety | health and safety audits |
| | management committees and boards | advice on governance |
| | policy | advice on age related issues |
| | policy | advice on equal opportunity, equality and diversity |
| | policy | developing racial equality scheme |
| | policy | advice on policy development |
| | policy | information about child protection and other policies |
| | policy | information on disability |
| | property | legal advice for lessees of community centres |
| | property | support for negotiating leases with LA |
| | setting up an organisation | help with constitutions |
| | setting up an organisation | help with setting up an organisation |
| | training | Disability Discrimination Act training |
| | training | disability equality training |
| | training | health and safety training |
| | training | training on age related issues |
| | training | training on board management |
| | training | training on constitution writing |
| | training | training on diversity issues |
| | training | training on employment law |
| | training | training on insurance issues |
| | training | training on LGBT issues |
| | training | training on setting up an organisation |
| | Management and Development | advice |
| business planning | | advice on business planning |
| business planning | | business planning on request |
| business planning | | business planning toolkit |
| capacity building | | capacity building of community arts organisations |
| event development | | ongoing program of events for youth organisations |
| event management | | chairs and services meetings and events |
| event management | | event hosting and organisation for other groups |



| Service Category | Sub-category | Description |
|-----------------------------------|--|---|
| Management and Development | funding and grants | funding advice |
| | funding and grants | funding workshops |
| | funding-giving | fund-giving |
| | human resources | advice on staff recruitment and management |
| | human resources | placement services |
| | human resources | supplying staff for residential activities |
| | marketing and media | marketing / advertising |
| | marketing and media | advice on marketing and publicity |
| | marketing and media | support in developing websites |
| | marketing and media | web design |
| | marketing and media | web content development |
| | monitoring and evaluation | monitoring and evaluation |
| | networking | hosting and developing networks |
| | organisational development | advice and guidance on organisational development |
| | organisational development | management advice |
| | organisational development | mentoring service for managers |
| | partnership working | advice on partnership working / liaison |
| | project development | project development |
| | project management | project management |
| | researchers | community consultation |
| | researchers | volunteering research |
| | researchers | research on new projects |
| | researchers | research on labor issues |
| | researchers | ethnocentric research on social enterprise |
| | researchers | focus groups |
| | training | developing a social enterprise business proposal |
| | training | management training |
| | training | networking training |
| | training | project management training |
| | training | training in desktop publishing |
| | training | training in presentation skills |
| | training | training in web design |
| | training | training on funding |
| training | training on social enterprise | |
| Practical Resources | advice | advice on capital funding |
| | advice | advice on energy savings and other environmental issues |
| | advice | advice on environmental pollution at the workplace |
| | advice | advice on transport issues |
| | equipment and supplies | camping equipment hire |
| | equipment and supplies | low-cost collection of furniture |
| | equipment and supplies | Low-cost furniture and electrical appliances |
| | equipment and supplies | minibus hire and group travel |
| equipment and supplies | presentation and conference equipment hire | |



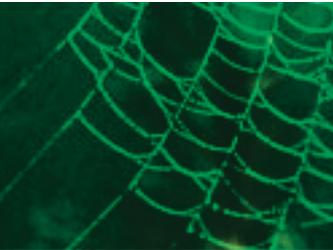
| Service Category | Sub-category | Description |
|--|--------------------------------|---|
| Practical Resources | facilities management | training and ongoing support to members in facility |
| | mailboxes | mailbox facilities for the use of LGBT groups |
| | meeting space | meeting room hire |
| | meeting space | accommodation for residential activities in the Peak District |
| | office space | access audit consultation (for disability access) |
| | office space | office space use |
| | publicity | copying and design/printing services |
| | recycling | advisory phone service on recycling |
| | risk assessment | training in risk assessment |
| | training | transport related training |
| Procurement Partnership | brokering service | brokerage of business relationships/partnerships |
| | coordination | GM ChangeUp Consortium |
| | coordination | GM Learning Providers Consortium |
| Representation | | representation of a specific group within the sector |
| | | representation of the sector |
| | advocacy/campaigning | advocacy/campaigning on health and social care issues |
| | advocacy/campaigning | advocacy/campaigning on pollution and hazards |
| Specialist Support to Specific Groups | advocacy/campaigning | advocacy/campaigning on transport |
| | BME | support for BME group development |
| | disability | support to disability groups |
| | environmental | support for environmental groups |
| | faith groups | faith forum |
| | geographical areas | support to groups in specific geographic areas |
| | health and social care | support for health and social care groups |
| | learning disabilities | support to learning disability groups |
| | lessees of community | services for lessees of community centres |
| | LGBT | LGBT Forum |
| | older people | support to older peoples groups |
| | orthodox Jewish | support to orthodox Jewish groups |
| | refugees | support for refugee community organisations/migrant orgs |
| | social enterprises | support for social enterprises |
| | specialist organisations | tailored support to specialist infrastructure organisations |
| | tenants and residents | support for tenants and residents |
| | women | support to women's groups |
| young people | support to young people groups | |
| Training | health and safety | training in first aid |
| | | training in response to needs |
| | | training to organisations involved in Supporting People |
| | | peer-advocacy training for disabled refugees |
| Volunteers | training | training on recruiting and managing volunteers |
| | | Volunteer recruitment |

Appendix 6

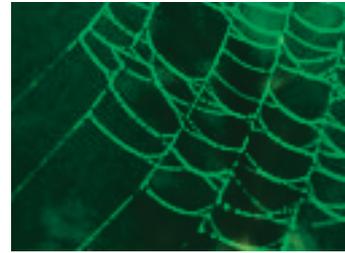
Greater Manchester Overview of Service Availability

Please note: This grid is based on information supplied to GMCVO by each respondent. Respondents were asked to list services they provide rather than being given a tick list of services to choose from. Services were then categorised. Therefore, this grid may not present a comprehensive view of Greater Manchester service provision. Cells highlighted in yellow represent restrictions in service availability. Please refer to last column for details.

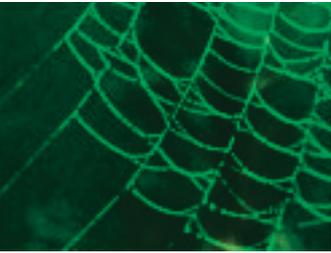
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|-------------------------|---------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|--|
| Arts Development | training | | | yes | | | | | | | | yes | 1 | |
| Construction and Design | landscape design | | | yes | | | yes | | | yes | yes | | 4 | all provided by Groundwork who only work in specific areas within each LA district |
| Construction and Design | planners | | | yes | | | | | | | | yes | 1 | |
| Construction and Design | urban design | | | yes | | | | | | | | yes | 1 | |
| Finance | accountancy | yes | | yes | yes | yes | | | | | | yes | yes | 6 Service in Rochdale supplied by ROFTRA and only available to their members |
| Finance | budgets | | | yes | | yes | | | yes | | yes | yes | 4 | |
| Finance | funding and grants | | yes | | | yes | | yes | | yes | | | 4 | service in Rochdale provided by ROFTRA and restricted to members, service in Trafford specifically for a partnership of care providers in Trafford |
| Finance | payroll | | | yes | yes | | yes | yes | yes | | yes | yes | 6 | |
| Finance | tax advice | | | yes | | | | | | | | yes | 1 | |
| Finance | training | | | yes | yes | | yes | yes | | | | yes | 4 | |
| ICT | computer facilities | | | yes | | | | | yes | | | yes | 2 | service in Manchester and subregionally provided by MERCI and Lesbian and Gay Foundation who prefer to service specific organisations |



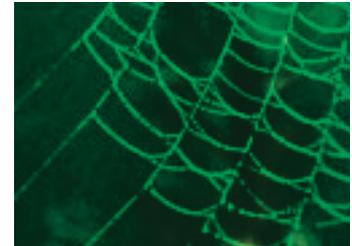
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|-------------------------------------|------------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|---|
| ICT | consultancy | yes | | | | | | | | | | | 1 | |
| ICT | coordination | | | yes | | | | | | | | yes | 1 | |
| ICT | ICT strategy and policy | | | yes | yes | | | | | | | yes | 2 | |
| ICT | information and advice | | | yes | | | | yes | | | | | 2 | |
| ICT | internet access and services | | | yes | yes | yes | yes | yes | | | | yes | 5 | |
| ICT | management and development | | | yes | | | | | | | | yes | 1 | service in Manchester and GM restricted to Five Counties ICT project membership |
| ICT | technical support | | | yes | yes | yes | | | | | | yes | 3 | |
| ICT | training | | | yes | yes | yes | yes | | | yes | | yes | 5 | service in Rochdale very specialized (design of on-line training courses) delivered by Groundwork; the more general ICT training is only accessible to ROFTRA members |
| Information sharing and signposting | advice | | | | yes | | | | yes | yes | | | 3 | service in Tameside restricted to BME groups |
| Information sharing and signposting | consultancy | | | yes | | | | | | | | yes | 1 | |
| Information sharing and signposting | event development | | | yes | | | | | | | yes | yes | 2 | |
| Information sharing and signposting | general | yes | | yes | yes | yes | yes | yes | yes | yes | yes | yes | 9 | |
| Information sharing and signposting | legal and good practice | | | | | | | | | | | yes | | service in GM provided to GMCVO members |
| Information sharing and signposting | policy | | | yes | | | | | | | yes | yes | 2 | in Manchester information related to youth organisations and social enterprises; in GM to youth groups, lesbian and gay |



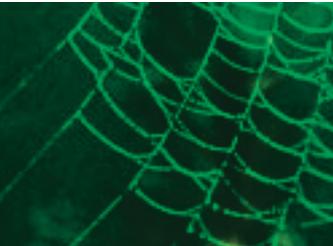
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|-------------------------------------|----------------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|---|
| Information sharing and signposting | practical resources | | | yes | | | | | | | | | | 1 service in Manchester provided by MERCI who prefer to service specific organisations |
| Information sharing and signposting | services | yes | yes | | yes | | yes | | yes | | yes | | 5 | |
| Legal and good practice | advice | | | yes | | | | | | | | yes | | 1 service in Manchester and GM supplied by Social Enterprise Development Initiative and restricted to social enterprises and those on the verge of becoming one |
| Legal and good practice | charity and company law | | | | yes | | | yes | yes | yes | | | 4 | |
| Legal and good practice | CRB checks | | | yes | | | | yes | yes | | yes | yes | 4 | Greater Manchester service provided by Community Transport Association and restricted to members and by Greater Manchester Youth Network (restricted to youth groups) |
| Legal and good practice | employment: staff and volunteers | yes | yes | | | | | yes | | | | yes | 3 | |
| Legal and good practice | health and safety | yes | yes | | | | | yes | | | | yes | 3 | Greater Manchester service provided by Community Transport Association and restricted to members, Stockport service provided by Greater Manchester Federation of Clubs for Young People and restricted to members |



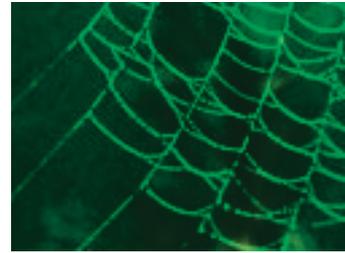
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|----------------------------|----------------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|---|
| Legal and good practice | management committees and boards | | | | | | | | yes | | | | 1 | |
| Legal and good practice | policy | | | yes | yes | yes | | | yes | | | yes | 4 | |
| Legal and good practice | property | | | | yes | | | | | | yes | | 2 | Services in Oldham and Wigan restricted to members and lessees |
| Legal and good practice | setting up an organisation | yes | yes | yes | yes | | yes | yes | yes | yes | yes | | 9 | Service in Manchester provided by Manchester Refugee Support Network and only available to refugee community oras |
| Legal and good practice | training | | | yes | yes | yes | | yes | yes | yes | | yes | 6 | services in Manchester either very specialized (training on LGBT and disability issues) and delivered by Lesbian Community Project, or more general and delivered by MERCI preferably to environmental orgs and social enterprises; in Oldham restricted to OCVYS members; in Rochdale to ROFTRA members, GM service offered by MERCI and restricted to specific groups |
| Management and Development | advice | | | yes | | | | | | | | yes | 1 | service in Manchester and GM restricted to social enterprises |
| Management and Development | business planning | | | yes | | yes | yes | | yes | | yes | yes | 5 | |



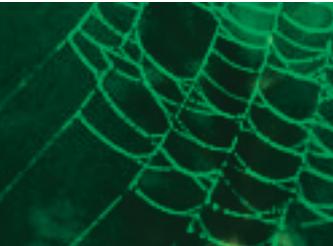
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|----------------------------|---------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|--|
| Management and Development | capacity building | | | yes | | | | | | | | yes | 1 | 1 service in Manchester and GM focused on community arts |
| Management and Development | event development | | | | | | | yes | | | | yes | 1 | 1 service in Stockport and GM restricted to member youth clubs |
| Management and Development | event management | | | yes | | yes | | | | | | yes | 2 | 2 Service in Rochdale restricted to ROFTRA members |
| Management and Development | fund-giving | | | yes | | | | yes | | | | yes | 2 | All services restricted to specific groups (environment, social enterprise, youth clubs, lesbian and gay groups) |
| Management and Development | funding and grants | yes | yes | yes | yes | yes | yes | yes | yes | yes | yes | yes | 10 | Service in GM provided to lesbian and gay groups and to youth groups |
| Management and Development | human resources | yes | | | yes | yes | | yes | | | | yes | 4 | 4 service in Stockport and GM restricted to member youth clubs |
| Management and Development | marketing and media | yes | yes | yes | yes | | | | | yes | | yes | 5 | 5 service in Oldham provided by OCVYS who only serve members |
| Management and Development | monitoring and evaluation | | | yes | | yes | yes | | yes | | | yes | 4 | 4 service in Salford provided by Interlink and restricted to Orthodox Jewish organisations |
| Management and Development | networking | yes | yes | yes | | yes | yes | yes | yes | yes | yes | yes | 9 | 9 GM networks are only for managers and trustees |



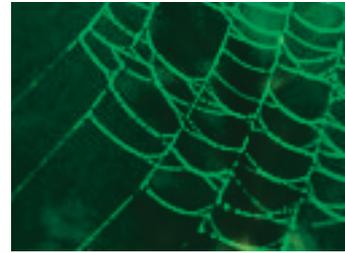
| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|----------------------------|----------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|--|
| Management and Development | organisational development | yes | | yes | yes | yes | | | yes | | yes | | 7 | Greater Manchester service provided by Community Transport Association and restricted to members ; in Oldham restricted to older people's groups; in Wigan to WCVYS members and Douglas Valley lessees |
| Management and Development | partnership working | yes | | | | yes | yes | | | | yes | | 4 | service in Rochdale and Wigan restricted to ROFTRA members and older people's groups |
| Management and Development | project development | | | yes | | | yes | | | | | yes | 2 | |
| Management and Development | project management | | | | | yes | | | | | | | 1 | |
| Management and Development | researchers | | | yes | yes | yes | yes | yes | | | | yes | 5 | service in Salford provided by Broughton Trust, who can only serve groups from Broughton M7 |
| Management and Development | training | | | yes | yes | yes | yes | yes | yes | | yes | | 7 | in Rochdale service is supplied by ROFTRA and restricted to members |
| Practical Resources | advice | yes | yes | | | | yes | | | yes | yes | | 4 | |
| Practical Resources | capital funding advice | | | yes | | | | | | | | yes | 1 | |
| Practical Resources | equipment supplies | yes | | yes | yes | yes | yes | yes | | yes | yes | | 8 | service in Oldham provided by OCVYS who only serve members |
| Practical Resources | facility management | | | | | | | | | | yes | | 1 | service in Wigan provided by Douglas Valley Community and only accessible to lessees of theirs |



| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|---------------------------------------|----------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|---|
| Practical Resources | mailbox | | | yes | | | | | | | | yes | 1 | 1 service in Manchester and GM only available to lesbian and gay groups |
| Practical Resources | meeting space | | | yes | yes | | | | yes | yes | yes | yes | 5 | 5 Service in Manchester and Rochdale provided by MERCI and ROTRA and thus only accessible to certain groups |
| Practical Resources | office space | | | yes | | | yes | yes | yes | | | yes | 4 | 4 service in Manchester provided by MERCI and Manchester Refugee Support Network, who only service specific organisations, otherwise related to access audits |
| Practical Resources | publicity | | | yes | yes | | yes | | yes | | yes | yes | 5 | |
| Practical Resources | risk assessments | | | yes | | | | | | | | yes | 1 | |
| Practical Resources | training | yes | | yes | yes | | | | | | | | 3 | 3 service in Oldham provided by OCVYS who only serve members |
| Procurement Partnership | brokering service | | | yes | | | | | | | | yes | 1 | 1 service in Manchester and GM restricted to social enterprises |
| Procurement Partnership | coordination | | | yes | | | | | | | | yes | 1 | 1 service in Manchester and GM restricted to infrastructure and learning providers |
| Representation | advocacy/campaigning | | | yes | | | | | | | | yes | 1 | |
| Representation | | yes | yes | yes | yes | | yes | yes | yes | yes | yes | yes | 9 | |
| Specialist Support to Specific Groups | BME | | yes | yes | yes | yes | yes | yes | yes | yes | yes | yes | 9 | 9 service in Manchester and GM supplied by SEDI and restricted to social enterprises |



| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|---------------------------------------|------------------------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|--|
| Specialist Support to Specific Groups | disability | | | yes | yes | | yes | | | | | yes | 3 | |
| Specialist Support to Specific Groups | environmental | | | yes | | | | | | | | yes | 1 | |
| Specialist Support to Specific Groups | faith groups | | | | | | yes | | | | yes | | 2 | |
| Specialist Support to Specific Groups | geographical areas | yes | yes | | | | yes | | | | | | 3 | |
| Specialist Support to Specific Groups | health and social care | yes | | | yes | yes | | | | | yes | | 4 | |
| Specialist Support to Specific Groups | lessees of community centres | | | | | | | | | | yes | | 1 | 1 service in Wigan restricted to tenants of Douglas Valley Community |
| Specialist Support to Specific Groups | LGBT | | | yes | | | yes | | | | | yes | 2 | |
| Specialist Support to Specific Groups | older people | | | | yes | yes | | | | yes | yes | | 4 | |
| Specialist Support to Specific Groups | orthodox Jewish | | | | | | yes | | | | | | 1 | |
| Specialist Support to Specific Groups | refugees | | | yes | | | | | | | | | 1 | |
| Specialist Support to Specific Groups | social enterprises | | | yes | | | | | | | | yes | 1 | |
| Specialist Support to Specific Groups | tenants and residents | | | | | yes | | | | | | | 1 | 1 service in Rochdale restricted to ROFTRA members |
| Specialist Support to Specific Groups | women | | yes | | yes | yes | | | | | | | 3 | |
| Specialist Support to Specific Groups | young people | yes | | yes | yes | yes | yes | yes | | | yes | yes | 7 | 7 service in Oldham and Stockport restricted to members |
| Specialist Support to Specific Groups | others | | | yes | | | | | | | | yes | 1 | |
| Training | health and safety | | | | | yes | | | yes | | | | 2 | 2 service in Rochdale provided by ROFTRA and restricted to members |



| Service Category | Sub-category | Bolton | Bury | Manchester | Oldham | Rochdale | Salford | Stockport | Tameside | Trafford | Wigan | Greater Manchester | Total (excluding GM) | Restrictions (i.e. where the only service provider in a district only serves a specific clientele) |
|------------------|--------------|--------|------|------------|--------|----------|---------|-----------|----------|----------|-------|--------------------|----------------------|--|
| Training | unspecified | yes | | yes | | yes | | yes | yes | | yes | yes | | 6 in Manchester specialized on arts and refugee orgs, Manchester training targeted to supporting people providers, disabled people and youth groups, in Stockport restricted to member youth clubs. in GM same |
| Volunteers | training | yes | | | | | | | yes | yes | yes | | 4 | |
| Volunteers | | yes | | yes | yes | yes | yes | yes | yes | yes | yes | | | 9 Service in Wigan by Groundwork, only for specific projects; service in Manchester only specializes on recruiting youth as volunteers |

