

GMCVO

Knowledge

Understanding the contribution of Greater Manchester's voluntary sector to reducing reoffending



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Greater Manchester Centre
for Voluntary Organisation

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About GMCVO

Greater Manchester Centre for Voluntary Organisation (GMCVO) is the voluntary sector support organisation covering the Greater Manchester city region. We support local voluntary action by local people, working in partnership with other support organisations and with the public and private sectors.

We aspire to be a conduit for information for and about our sector, and to provide co-ordination and leadership. A large element of our work is in representing the views and needs of people involved in local voluntary action, sharing ideas and brokering relationships.

Context

The most recent national figures show that almost half of all offenders being released from prison re-offend within a year and that those sentenced to less than 6 months have higher rates of reconviction than those who get any other sentence.

It is widely recognised and understood that there is more to do to address the needs of offenders being released after serving less than 12 month sentences, who often have multiple needs and are real risk of falling through the gaps in provision.

The Ministry of Justice Green Paper, “Breaking The Cycle”, states that in a recent study of prisoners:

- 37% of prisoners have stated that they will need help finding a place to live when they are released from prison.
- 12% said they had a mental illness or depression as a long-standing illness, while 20% reported needing help with an emotional or mental health problem
- 24% said they had been taken into care as a child
- 47% said they had no qualifications
- 13% said they had never had a paid job.

Access to suitable housing on release from custody is a key factor in the rehabilitation of offenders. Prisoners are at particular risk of losing their accommodation and particularly for those serving short sentences this can contribute to their chaotic lifestyles. The barriers that many offenders face often include poor skills, poor or non-existent employment history and poor health including mental health, drugs and alcohol issues.

Evidence indicates that the health of offenders both in and outside of custody is significantly worse than the non-offending population and that currently many offenders are not in receipt of an equivalence of service in relation to their health needs.

Nine in ten prisoners have at least one mental health or drug problem. A quarter have a longstanding physical disorder or disability and nearly two thirds admit to heavy drinking and/or taking drugs. Greater Manchester is in particular disproportionately affected by alcohol related harm.

Large numbers of offenders repeatedly cycle through the criminal justice system resulting in consequences for health management and there is recognition that there is scope for a greater level of integration at delivery level.

The Value of the voluntary sector

Voluntary organisations are recognised as being key agencies that straddle both health and social care and act as vehicles for integration and co-ordination of care across boundaries. Many voluntary organisations in Greater Manchester are closely identified with the communities they have grown from, be they communities of place or communities of interest. They are thus also able to help integrate offenders into a wider community and gain the support and structure offered by such a community.

Voluntary organisations are suited to a person-centred approach to service delivery, taking a holistic approach to an individual and building a range of services around the individual as a matter of course, thus reducing the complexity of delivery when able to take a case management role. Much work is upstream and preventative with the ability to move service users into self management of conditions and thus acting as an important diversion from expensive statutory services in enabling those with complex needs to reduce their dependency on state provision.

GMCVO has undertaken work to better co-ordinate voluntary sector delivery of services in Greater Manchester to support such delivery. We have embarked on a process of mapping the interventions of voluntary sector service providers in order to identify how the work of organisations can address public service priorities. With the most recent 57 organisations mapped through this process we have been able to identify where organisations address the seven NOMS Reducing Re-offending Pathways

Number of Organisations Involved in Pathways

Pathway Title	Alcohol & Drugs	Attitudes & Behaviour	Finance & Benefits	Housing & Accommodation	Children & Family Services	Mental Health	Worklessness, Education & Training
Number of Organisations	42	40	36	42	24	46	51

This suggests that many voluntary organisations have the capacity to support offenders in changing their behaviour to some degree. It is notable that no organisation only addressed a single pathways with just over 60% addressing 5 or more of these areas. This strengthens the view that voluntary sector organisations are well placed to work with clients with multiple needs

Number of Organisations Involved in Multiple Pathways

Number of Pathways	1	2	3	4	5	6	7
Number of Organisations	0	3	9	11	10	14	10
% of Organisations	0%	5%	16%	19%	18%	25%	18%

Sample Organisations V Pathways

Organisation Name	Alcohol & Drugs	Attitudes & Behaviour	Finance & Benefits	Housing & Accommodation	Children & Family Services	Mental Health	Worklessness Education & Training
Addaction	•	•	•	•	•	•	•
ADS	•	•	•			•	•
Age UK Stockport	•	•	•	•		•	•
Alternatives To Violence Project North West	•	•				•	
Back on Track	•	•	•	•	•	•	•
Barnardos (Manchester)		•	•	•	•	•	•
Blue Sky in the North West	•	•	•	•		•	•
Bolton YMCA	•					•	•
BRASS - Befriending Refugees & Asylum Seekers	•	•	•	•		•	•
Bury CAB	•			•	•	•	•
Citizens Advice Trafford		•	•	•	•	•	
Commitment in Communities	•	•	•	•	•	•	•
Compassion in Action	•						•
Creative Living Centre	•		•	•	•	•	•
Debdale Eco Centre	•	•		•	•	•	•
Ex-Cell	•	•	•	•		•	•
Fairbridge in Greater Manchester	•			•		•	•
Gears+		•	•				•

Organisation Name	Alcohol & Drugs	Attitudes & Behaviour	Finance & Benefits	Housing & Accommodation	Children & Family Services	Mental Health	Worklessness Education & Training
Get into Reading in Wigan	•	•	•	•		•	•
Greater Manchester Community Chaplaincy		•	•	•			•
Greaterport		•			•	•	•
Growing Faith in Community	•	•	•	•	•	•	•
Home-Start (Bury)	•	•	•	•	•	•	•
Home-Start (Manchester North)		•	•	•			•
Home-Start (Stockport)	•	•	•	•	•	•	•
Home-Start Manchester South	•					•	•
Home-Start Rochdale	•	•	•	•		•	•
Home-Start Trafford & Salford	•	•	•	•	•	•	•
Kashmir Youth Project		•	•	•		•	•
Lifeshare Limited	•	•	•	•	•	•	•
Manchester Active Voices Youth Empowerment	•	•	•			•	•
Manchester Deaf Centre			•		•		•
Mothers Against Violence		•	•		•	•	•
NACRO (Manchester)	•			•		•	•
Pakistani Resource Centre		•	•	•	•	•	•
Partners of Prisoners and Families Support Group	•	•		•		•	
People's Voice Media	•	•		•	•		•
REBUILD (Bury)	•	•		•	•	•	•

Organisation Name	Alcohol & Drugs	Attitudes & Behaviour	Finance & Benefits	Housing & Accommodation	Children & Family Services	Mental Health	Worklessness Education & Training
Rochdale Connections Trust	•	•	•	•	•	•	•
Salford Foundation Ltd	•	•	•	•	•	•	•
Salford Men's Action Group	•	•	•				•
Salford Prison Project	•	•	•	•		•	•
St. Antony's Centre for Church and Industry		•		•	•	•	•
The Broughton Trust	•	•	•	•			•
The Housing Link	•	•	•	•		•	•
The Mustard Tree	•	•		•		•	•
The Sanctuary Trust	•	•	•	•	•		•
Think Ahead Community Stroke Group	•					•	•
Threshold Housing Project			•	•			
Trafford CVS		•	•			•	•
Tree of Life Centre			•	•	•	•	
Tree Tops Counseling	•					•	•
Turning Point	•			•		•	
Urban Outreach	•			•		•	•
Volunteer Centre Tameside				•			•
WomenMATTAs	•					•	•
Youth on Solid Ground							
YPSF	•			•		•	•

Sample Organisations V Districts

Organisation Name	Bolton	Bury	Manchester	Salford	Tameside	Trafford	Oldham	Rochdale	Stockport	Wigan
Addaction			•							
ADS	•	•	•	•	•	•	•	•	•	•
Age UK Stockport									•	
Alternatives To Violence Project North West	•	•	•	•	•	•	•	•	•	•
Back on Track	•	•	•	•	•	•	•	•	•	•
Barnardos (Manchester)	•	•	•	•	•	•	•	•	•	•
Blue Sky in the North West	•	•	•	•	•	•	•	•	•	•
Bolton YMCA	•		•							
BRASS - Befriending Refugees & Asylum Seekers	•									
Bury CAB		•								
Citizens Advice Trafford						•				
Commitment in Communities	•	•	•	•	•	•	•	•	•	•
Compassion in Action										•
Creative Living Centre		•								
Debdale Eco Centre	•	•	•	•	•	•	•	•	•	•
Ex-Cell	•	•	•	•	•	•	•	•	•	•
Fairbridge in Greater Manchester	•	•	•	•	•	•	•	•	•	•
Gears+				•						
Get into Reading in Wigan										•
Greater Manchester Community Chaplaincy	•	•	•	•	•	•	•	•	•	•

Organisation Name	Bolton	Bury	Manchester	Salford	Tameside	Trafford	Oldham	Rochdale	Stockport	Wigan
Greatersport	•	•	•	•	•	•	•	•	•	•
Growing Faith in Community	•	•	•	•	•	•	•	•	•	•
Home-Start (Bury)		•								
Home-Start (Manchester North)			•							
Home-Start (Stockport)									•	
Home-Start Manchester South			•							
Home-Start Rochdale								•		
Home-Start Trafford & Salford						•				
Kashmir Youth Project		•					•	•		
Lifeshare Limited			•	•		•				
Manchester Active Voices Youth Empowerment	•	•	•	•	•	•	•	•	•	•
Manchester Deaf Centre	•	•	•	•	•	•	•	•	•	•
Mothers Against Violence	•	•	•	•	•	•	•	•	•	•
NACRO (Manchester)	•	•	•	•	•	•	•	•	•	•
Pakistani Resource Centre			•			•				
Partners of Prisoners and Families Support Group	•	•	•	•	•	•	•	•	•	•
People's Voice Media	•	•	•	•	•	•	•	•	•	•
REBUILD (Bury)		•						•		
Rochdale Connections Trust								•		
Salford Foundation Ltd	•	•	•	•	•	•	•	•	•	•
Salford Men's Action Group				•						
Salford Prison Project				•						
St. Antony's Centre for Church and Industry	•	•	•	•	•	•	•	•	•	•

Organisation Name	Bolton	Bury	Manchester	Salford	Tameside	Trafford	Oldham	Rochdale	Stockport	Wigan
The Broughton Trust			•	•						
The Housing Link		•								
The Mustard Tree	•	•	•	•	•	•	•	•	•	•
The Sanctuary Trust								•		
Think Ahead Community Stroke Group										•
Threshold Housing Project					•		•		•	
Trafford CVS			•			•			•	
Tree of Life Centre			•							
Tree Tops Counselling				•						
Turning Point	•	•	•	•	•	•	•	•	•	•
Urban Outreach	•									
Volunteer Centre Tameside					•					
WomenMATTAs			•			•				
Youth on Solid Ground			•			•				
YPSF			•							

Profiles of delivery

The following profiles give further detail of the nature of the work of many organisations. We have taken a small selection of organisations to give examples the wide range and diversity of delivery within the sector but readers should be aware that many more organisations exist within Greater Manchester, many with strong and unique relationships

Each profile contains the following elements

- An overview of the work of the organisation and any particular client group specialisations
- A case study of work to illustrate the approach of the organisation
- An overview of how the organisation is able to reduce reoffending
- Illustrative outputs and outcomes
- A detailed breakdown of interventions delivered on a delivery continuum

This last element is the key feature of our mapping work. On the delivery continuum we highlight the range of interventions that help move a client from being highly dependent on services to living independently and from there to taking a more contributory role within their community. The intention is to help understand how organisation can work together to develop pathways of activity which support the journey of any individual client. Mapping of this nature has been undertaken on nearly 200 voluntary sector delivery organisations in Greater Manchester so far

ORGANISATION 1: BACK ON TRACK

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Overview

Back on Track has over 30 years of experience of providing education, training and mentoring support to ex-offenders including those recovering from problems such as substance misuse, mental illness or homelessness in Greater Manchester.

Reducing Offending

Back on Track provide a user-friendly experience of training and education for ex-offenders referred to the organisation by statutory and voluntary sector organisations who would never otherwise access mainstream colleges or employment. The organisation also proactively reaches out to vulnerable young people through delivering outreach sessions in hostels, probation offices and day centres in Greater Manchester to engage with people who would not normally attend an adult education centre.

Case Study – Howard’s Story

From www.backontrack.org.uk

I was going along to a day centre for homeless people when someone suggested I start a course at Back on Track. It sounded like a good way to try something new, and I really wanted to build up my confidence after having some difficult times.

Well, I signed up for an art course and since then I’ve never looked back! I got a qualification in art and I’ve had some paintings displayed in a local exhibition – I was so proud. I’ve also started a computer course, which was nerve-racking because using a computer which was something I’d never tried before. I love coming to Back on Track – the tutors are brill, everyone is helpful and you are made to feel really welcome.

A few months ago I managed to get a job as a technician in a pottery studio. The job is going really well - I like using my new skills to help other people out. I’ve managed to sell some of the ceramics that I’ve made, which I think is a great achievement! The next step for me is to improve my computer skills a bit more, and I’d also like to become a volunteer at Back on Track in the pottery class or the guitar group.

Back on Track support vulnerable people through:-

- Undertaking a needs assessment to assess the levels of support need and potential barriers to development
- Establishing individual and personal action/development plans with ex-offenders
- Match service users with dedicated and trained peer mentors, often ex-service users themselves, to provide face to face practical and emotional support.

The peer mentoring support includes accompanying them to medical appointments, providing information on general wellbeing, helping them with CV writing job applications and preparing for interviews, and managing/sustaining both accommodation and personal relationships.

In addition to the mentoring service, Back on Track provides personal development courses, training, information, advice and guidance to meet needs of ex-offenders. Courses include basic skills (reading and writing and maths), computers, cookery, art, as well as sessions on developing 'life skills' such as healthy eating/cooking, personal finance and independent living. The combination of courses and personalised support offered by dedicated guidance workers and trained peer mentors allows ex-offenders to:

- Establish a daily routine
- Reduce /control levels of substance misuse
- Increase self confidence and trust
- Develop and strengthen basic numeracy, literacy and communication skills ensuring they are best placed to move towards mainstream further education, voluntary and/or paid employment and training and development.

Outcomes/Outputs

During 2010-2011

- 924 individuals accessed the service
- 223 attended outreach sessions in their hostel/day centre
- 39 outreach venues were reached
- 497 attended one or more courses
- 53 qualifications were gained
- 194 received ongoing mentoring support
- 363 had an information advice and guidance interview
- 99 made a successful start on voluntary work

Service delivery continuum

A detailed mapping of Back on Track's interventions is shown below:

Highly dependent services		Community Care		Independent Living		Participating
Outreach work at Prestwich Hospital	Mentors accompany service users to medical appointments		Outreach work at hostels, probation offices and day centre's	Awareness raising info re wellbeing e.g. debt advice & managing relationships	Life skills training	
		At initial meeting needs and potential barriers assessed	Personal development plan created	Providing references and help with CV writing to increase chances of employment & volunteering	Promoting self trust and confidence	
		Service users matched up with volunteer mentors who provide practical and emotional support	Vocational training - reading, writing, maths, communication etc	Support service users into mainstream employment, further education or volunteering	Support into independent living	
		Support service users into mainstream employment, further education or volunteering	Weekly drop-in for new service users & existing service users (around different themes)			'Volunteer Fridays' - instant start volunteering experience

ORANISATION 2: BLUE SKY IN THE NORTH WEST (BSNW)

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Overview

Blue Sky is a social enterprise, a registered charity and a business reliant on commercial income working with prisoners on release to enable them to move successfully into long-term employment. Over the past five years, Blue Sky has employed nearly 400 ex-offenders with less than a 15% rate of re-offending whilst engaged with the programme.

Case Study- Dave's Story

<http://www.northwest.groundwork.org.uk/projects--initiatives.aspx>

Dave joined Blue Sky after prison. He had a range of skills, including a background in grounds maintenance. Blue Sky helped him to gain his pesticide spraying certificate and to build on his qualification as a trainer. He became a Blue Sky supervisor, training other Blue Sky beneficiaries.

“Blue Sky has kept me out of trouble. It has given me responsibilities, an aim and a purpose in life. It has given me direction, to look ahead to the future, to what I want to do. I've learned to work in a team, to get along with people, and to organise a workload, including general things like getting up early, timekeeping, etc.”

“Before I secured a place with Blue Sky, I'd given up on ever finding full-time employment because of my previous history. Having a supervisor who has been in the same position as me and truly understands the problems I am facing, while proving that there is an alternative, has given me inspiration to know there is a future for me beyond the life I have known so far.”

Reducing Offending

Blue Sky provides services to both male and female ex-offenders (18 yrs old +) including those:

- On licence
- Short and long-term ex-prison inmates
- Ex-offenders from black and minority ethnic communities
- Disabled ex-offenders
- Ex-offenders with mental health disabilities

The organisation finds employment for ex-offenders with local councils and housing associations to undertake work such as ground/garden maintenance, managing open spaces, cutting grass/hedges, weed management, removing leafs and clearing overgrown sites.

Key to this is the mentoring support provided through trained supervisors who themselves are ex-offenders and ideally placed to understand the issues and barriers faced by service users. The Supervisors provide practical and emotional support, act as role models and provide encouragement and information and advice.

The mentoring support aims to make them feel at ease and develop key transferable skills such as communication, time management and literacy and numeracy skills which in turn strengthen their chances of securing full time paid employment.

Blue Sky has a strong track record of supporting ex-offenders with chaotic personal lives and those who are deemed marginalised and hard to reach. However, to ensure they manage risk, they will not work with sex-offenders, those with unresolved anger issues, or those with a non-managed alcohol or drug dependency.

Outcomes/Outputs

- Over five years only 15% of people Blue Sky work with have re-offended – one quarter of the 75% national average.
- In 2010, Blue Sky provided 20 employees to gain full driving licenses, planted more than 9000 trees and diverted 7000 tonnes of waste from landfill.
- For the first time in 2010, over 100 people were taken on by Blue Sky and they have given jobs to nearly 400 offenders in total.
- Of the offenders who join them, 20% are homeless, and 42% have drugs or alcohol issues. 16% of those employed by Blue Sky have been designated as prolific and other priority offenders (PPOs) – the 10% of offenders who commit the most crimes.

Service delivery continuum

A detailed mapping of Blue Sky's interventions is shown below:

Highly dependent on services		Community care		Independent living		Participating
		Peer mentoring support to offenders	Partnership working and signposting to alcohol and drug services	Travel to work plan	Access to personal training funding to support achievement of personal career goals.	Employability/ job ready training
		Employ residents from bail hostels and secure accommodation	Gardening, landscaping and fencing work	One-to-one support through caseworker	Signposting to Citizen's Advice Bureaux, General Practitioners, Dentists, and counselling services	CV writing, job applications, and interview skills
		Offering employment opportunities to those who would struggle to get on the first step of the jobs ladder	Team-working and confidence/ self-esteem building		Basic health and wellbeing support - informal advice regarding healthy eating	Job brokerage, job finding, job matching, and job search support
			Health and Safety awareness/ training		Raising awareness of Tax Credits	Employment with Blue Sky, and post-employment support and tracking
			Public facing skills			
			Discounted driving lessons via local driving schools			
			Transferable skills			

ORGANISATION 3: BOLTON YMCA

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Overview

Bolton YMCA offer a wide range of activities and accredited training designed to help people to develop in body, mind and spirit, in a friendly and supportive environment. The YMCA provides a welcome to members in a meeting place which is theirs to share, where friendships can be made and guidance sought. The organisation aims to develop activities which stimulate and challenge its members in an environment that enables them to take responsibility and find a sense of achievement.

Reducing Offending

Bolton YMCA primarily work with young people of Bolton not in education, employment and training (NEET), offenders and ex-offenders and people with mental health needs. Upon receiving a referral from prisons, YMCA assesses the support need of the vulnerable person/individual through the Richter scale assessment. The Richter scale tool provides the user with a point of focus and engages individuals very effectively, whilst encouraging them to take responsibility. From this an individual action plan is drawn up to highlight the support need for the person accessing the YMCA service.

As well as working in prisons through advocacy support and supporting young people/ offenders on Release on Term Licence (ROTL), YMCA delivers the following supporting interventions:

- In-house accredited training for young people
- Practical support e.g. advice such as budgeting and parenting skills
- Support in improving confidence and self esteem of young people
- Counselling sessions to encourage networking and reducing social isolation
- Support package around CV writing, job application and interview skills
- Healthy living programme to promote healthy eating and taking up physical activities.

The above interventions assist young people and ex-prisoners to strengthen their basic communication, literacy and numeracy skills, and help establish time management skills. In addition, individuals can develop personal organisational skills , gain work related qualifications and training to improve their confidence and self image. This in turn raises their aspirations, and motivates them to change their attitudes, thinking, and behaviour providing them with the foundations to enable them to move into education, paid/voluntary employment or undertake further training.

Outcomes/Outputs

The YMCA NWOS consortium project started in May 2010. The work has been delivered by a part time worker and has achieved the following:

- 72 young people have accessed personal development support
- 6 young people have been provided with intensive one to one support
- 3 young people have been supported into the community by the volunteer community links workers
- 9 young people have achieved AQA entry level award in 'group work skills'
- Delivered six week team building course to help victims of bullying
- 9 young people have achieved AQA Level 1 award in Media skills
- Continuous delivery of twice weekly youth groups
- Delivered a Father's Day event as a prerequisite to developing more family intervention work
- 10 young people have organised a Christmas shoe box appeal fundraising event.
- 10 young people have accessed YMCA employment advice and guidance support
- 3 young people have accessed YMCA Training course and voluntary placements

Service delivery continuum

A detailed mapping of Bolton YMCA's interventions is shown below:

Highly dependent on services		Community care		Independent living		Participating
Providing advocacy Support in prison.	Young people on Release on term Licence (ROTL) assessed by Governors	Community gym for improving healthy living	YMCA in house accredited training for young people	Support in gaining work-related qualification	Brokerage in to volunteering and employment. And training inc. NVQs	
		2 groups from Bolton Hospital Mental Health Outpatients visit gym twice a week	Accredited training	Providing references and help with CV writing to increase chances of employment & volunteering	Promoting self trust and confidence	Young people become YMCA volunteers and community mentors
		YMCA supporting housing outside GM	Signposting to specialist services i.e. debt counselling	Practical support e.g. advice re budgeting and parenting skills		
		Social drop-in and after school /youth clubs for young people	1:1 resettlement support			
			Provision of in house life skills courses			

ORGANISATION 4: THE BROUGHTON TRUST

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Overview

Set up in 1999, The Broughton Trust (The Trust) is a registered charity, a community-led development trust, and a member of Locality (formerly the Development Trusts Association). The Trust works with individuals and groups with the aim of making East Salford a place where:

- unemployment is no more than the regional average;
- qualification and attainment levels are close to the norm for Greater Manchester;
- there is a thriving community infrastructure promoting cohesion and inclusion;
- young people can access a range of formal and informal opportunities to help them develop, aspire and overcome obstacles to growth.

Family Work Case Study – Family A

The Broughton Trust's C2C (Commitment to Change) programme is supporting a number of families through a range of interventions. Family A has the following composition:

- Father: has not been in employment since 1980
- Mother: has not worked since the 1980s and does not leave the house
- Son 1: in prison
- Son 2: in prison
- Son 3: not at home; in receipt of JSA
- Son 4: not in education, employment and training (NEET)
- Daughter 1: in part-time employment
- Daughter 2: on alternative curriculum, at risk of exclusion from school

The C2C programme supports adults and young people in families by challenging historical patterns of worklessness and benefits dependency and offering alternative pathways to confidence, learning and employment. Family A has a history of moving around from place to place, between both neighbourhoods and local authority areas. The young people in the family have two different fathers: one of the fathers has no contact with his children; the other father lives with the family. There is also a history of drug abuse in the family, and both parents were heavy drinkers.

The first engagement with Family A was through work undertaken with Son 4, who was NEET, then extended through to the whole family. The work with Son 4 involved putting a personal development plan in place, with support provided to identify and facilitate access to learning and training for employment, which culminated in Son 4 gaining employment as a Trainee Youth Mentor and Sessional Youth Worker. The family was then engaged, personal development plans were put in place for each family member, and a family action plan was developed to support the family.

Additional support has been provided to assist members of the family into training and employment.

Engagement with the C2C programme has changed the family culture around work and relationships within the family have improved as a result. The parents and young people in the family are coping better and have the capacity to make more informed choices, both as a family and as individuals, on a wide range of issues, making the family unit more resilient. The approach of initiating intervention through working with the NEET young people in the family first via the youth provision at the Trust, enabling subsequent engagement with the whole family, has worked well in this case.

The individual support given to the father of the family to help him to access training as a route to employment was very effective. The targeted intervention met his immediate needs and catalysed the further work with the whole family. The historical relationships in learning and employment which the Broughton Trust enjoys, as well its trusted position within its community, enabled accelerated engagement and the ability to provide a route to employment for someone who was a long way from the labour market.

Reducing Offending

The Trust delivers and supports a wide range of projects which operate in both internal and external partnerships across East Salford and beyond. The work, both generic and through targeted interventions, of the Trust ensures an integrated offer for service users and supports pathways into learning, employment, community engagement and personal confidence, contributing to the reduction of offending.

The main activities of the Broughton Trust include:

- Core work: providing advice and support for developing community groups; providing advice and support to developing community enterprises which could lead to employment opportunities in the area; working with residents and others to monitor and mitigate the impact of housing renewal, redevelopment and regeneration issues on local communities.
- Learning: facilitating, organising and supporting training courses for local people.
- Development and Involvement: working with community groups and individuals to support greater involvement and engagement in communities and local decision making.
- Migrant project: linking migrants and members of emerging communities with other groups and services, and supporting community cohesion, particularly in those neighbourhoods with very diverse and highly transient communities.
- Youth and family projects: delivering a lottery-funded Investing in Youth project supporting young people, mentors and volunteers in an integrated approach to increase skills levels and youth engagement; providing youth development and activities through two community-based youth clubs in East Salford and through street and estate-based outreach.
- Job brokerage: delivering Work Clubs, supported by Job Centre Plus; bespoke back-to-work programmes across the whole service-user range of the Trust; and information, advice and guidance on learning.

The Trust supports people individually through one-to-one discussion to assess service users' needs and collectively through the use of 'talk boards' where people can use graffiti to highlight their concerns and identify community and individual needs. Personal Development Plans are developed with individuals, with clear and achievable targets set over a twelve month period and reviewed regularly.

The Trust also provides:

- Drug and alcohol outreach work
- Delivering education and training in partnership with residential drug and alcohol recovery projects.
- Regular youth sexual health awareness and education sessions.
- Youth mentors who work to break down inter-generational barriers.
- A wide range of activities for young people and families, including: holidays, street games, football, a boxing club and gymnasium, Salsa dancing, and general health sessions for young people.

The Trust's job brokerage provision provides information, advice and guidance around worklessness and education for all age groups, and their 'Back to Work Programme' provides education, learning and training including: an alternative curriculum scheme; community-based learning; English; Personal Community Development Learning (PCDL); Maths; NVQ qualifications in a wide range of subjects; Psychology; and work-preparedness courses. The Trust also provides education and training for people with learning disabilities.

The Trust also delivers information, advice and guidance on welfare benefits, together with providing financial literacy courses, including finance workshops at Sure Start centres. They also offer practical support to encourage service users to invest with credit unions. The Trust also offers signposting to specialist services for people who are homeless and vulnerably housed, together with information, advice and guidance regarding applications for housing, form-filling and bailiffs. The Trust liaises with registered social landlords and works closely with Tenants' and Residents' Associations.

Outcomes/Outputs

- The Trust's services are Matrix Accredited and logged on to an 'Intervention Database' to support the monitoring and evaluation of the offer and to inform service delivery.
- The Trust has over 600 learners on over 40 courses each year. These are often delivered in partnership with Salford City College. A key feature of the Trust is the employment of local people as Learning Support Workers and Community Learning Champions who have successfully travelled this road.
- Evidence of educational impact is held internally and continually reviewed e.g. NVQs were completed by 130 learners, 60 of whom have now gained employment.

Service Delivery Continuum

The table below represents a detailed mapping of the services and interventions delivered by the Broughton Trust:

Highly dependent on services	Community Care	Independent Living	Participating
Deliver education and training at residential drug and alcohol recovery projects	Deliver education and training for tenants of registered social landlords. Outreach work with young people	Personal Community Development Learning (PCDL). Lifelong learning: healthy cooking and eating; gardening and hanging-basket making.	English Language mentors. Work Club for young people aged 16 to 24 years.
	Referrals to and from: START and Unlimited Potential. Education and training for people with learning disabilities	IAG on learning and employment issues. Regular general and sexual health sessions with young people	Youth mentors: breaking down barriers between adults and young people. Work club for adults over 25.
		IAG on housing and liaison with RSLs. Financial literacy and budgeting courses.	Job ready training and job brokerage with local employers
		Practical support to encourage investment in credit unions.	Residents' association work. Youth councils and youth forums.
			Accredited training up to NVQ Level 3

ORGANISATION 5: CHALLENGE 4 CHANGE

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Overview

Challenge 4 Change (C4C) is a registered charity that provides learning through fun and teaches effective communication skills, team skills, inspires confidence and motivation and enables vulnerable people to overcome their perceived barriers in order to progress. C4C service users range from school, college and university students through to ex-prisoners and families with complex needs.

<http://www.challenge4change.org/home/testimonials.aspx>

The session we attended on Monday 27th July, the young girl who I brought said she really enjoyed the session and she learnt that people are not always what they seem as she thought the other 2 girls who attended would have no fear and would be better than her because they were louder but actually what they projected out to others was not how they really are.

This has helped Hollie a lot because many of the issues she faces are connected to pressure from peer group. The session encouraged Hollie and I to discuss identity, how people view others and others view us and the direct influence this has on our own behaviour. The session was an excellent catalyst for a very worthwhile and in depth discussion that has lead on to us completing some more work sessions on self image.

The family I brought yesterday also really enjoyed it. The girls particularly welcomed the opportunity to spend some time as a family. It was a joy to see dad and children working together and the youngest sister was particularly impressed with her dad's ability to do the leap of faith blind folded, "how cool is my dad" was her actual words. This is a family who do have problems with communication.

The skills utilised in this session and the way everyone worked together as a family has given me a great opportunity to complete a family session on transferable skills using what was learnt in this session to real life family situations particularly in relation to listening, positive language and problem solving.

Thank you for an excellent 2 days worth of creative, exciting and worthwhile real life work that will far extend the boundaries of the challenge for change centre.

Joanne Eames
Children and Young Peoples Services Youth Inclusion and Support Team Officer
Wigan Council

Reducing Offending

All C4C Programmes are tailored made to meet the need of service users and help to improve the lives of some of the hardest to help members of society. Courses focus

on reducing or eliminating barriers to employment, promoting wider social participation, reducing anti-social behaviour, crime and vandalism and offer progressions into further training, employment and education opportunities.

All C4C programmes and activities follow an experiential learning cycle – learning by doing. Courses enable service users to acquire skills, knowledge and understanding of both themselves and others through experience rather than through formal education or training.

Skills gained through C4Cs interventions include problem solving, improving basic communication, leadership, motivation and interpersonal skills as well helping vulnerable people to gain confidence and self esteem to encourage networking and relationship building.

Outcomes/Outputs

- From April - December 2009 - 3000 people used C4C's services 1 individual who accessed the service through a Prince's Trust programme went on to volunteer for C4C. He has now been recruited as a trainee instructor under the Future Jobs scheme.
- 40% of a class of year 11 pupils who took part in activities immediately signed up to a vocational college course
- All C4C programmes contribute towards improving problem solving and decision making skills of service users, increase levels of confidence and self esteem, help them understand issues of conflict and how to resolve them, raise aspirations, promote self image and develop effective leadership skills.

Service delivery continuum

A detailed mapping of C4Cs interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating
		Teams not Gangs programme-breaking down barriers and building trust between different people	Community cohesion breaking down barriers to inclusion	Open sessions for individuals	Promote healthy living and alternative forms of exercise	Volunteering opportunities for
		Developing programme for newly-released prisoners in partnership with prison service	Indoor training centre provides low-level assault course, high ropes & climbing wall	Life skills and coping techniques for the most vulnerable		
		One-off sessions, fixed-terms courses and rolling programmes on	Courses for groups tailored to their specific needs			

ORGANISATION 6: EX-CELL SOLUTIONS

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Overview

Ex-Cell provides employment placements together with support around resettlement issues, particularly concerning accommodation for ex-offenders of Greater Manchester. It also supports vulnerable people such as refugees/asylum seekers, those recovering from drug and substance misuse, homeless people and people with mental health needs.

Each service user accessing the service is allocated a volunteer “befriender” at the pre-release stage for up to 6 months. The befriender is a volunteer recruited and trained by its sister organisation Greater Manchester Community Chaplaincy and in many cases an ex-service user who works with the beneficiary to draw up an initial six month action plan focussing on personal development and employment related action plan.

Case Study – Barry Anderson

www.ex-cell.org.uk

“I know from my own experience that trying to get a job after you’ve left prison is the hardest thing there is. No one’s interested in you if you’ve got any sort of criminal record. But Ex-Cell gave me a chance and now I’m helping them to help other ex-prisoners get into work.

The action plan comprises three key elements:

- Sustainable accommodation – suitable accommodation and the support required to sustain it.
- Sustainable employment – suitable mainstream employment or more supportive six month paid work placement, longer term employment prospects and the support required to sustain it.
- Overcoming barriers – overcoming individual barrier to achieving the above for example, drug and alcohol or mental health issues

The Ex-Cell programme recognises that employment is the single most important factor in preventing people from re-offending, but that offenders (and particularly those with a history of drug misuse) may face many personal, structural and emotional barriers to employment and stability.

The “befriender” therefore provides a range of support such as benefit and debt advice, tenancy support, promoting healthy eating on low budgets, supporting ex-

offenders to prepare CVs, job applications/supporting letters and support in preparing for job interviews. This is done to give them much needed confidence and to raise their aspirations, to allow them to be best placed to move into mainstream paid employment, training whilst keeping a roof over their head.

Outcomes/Outputs

- Cost effectiveness – An average 6 month place with the programme costs just over £7,000 and the rate of reoffending while on the programme is under 2%. This is contrasted to the £65,000 cost of one offender reconvicting, £37,500 the cost of one prison place per year with reoffending at 40% within 12 months of release and nearly 70% within 2 years of release.
- Social Impact – An evaluation of the programme conducted by Social Information Systems LTD on behalf of Manchester City Council in 2007 reported a progression rate of over 40% into permanent employment immediately on completion of the 26 week paid work placement. Furthermore, there is an additional less than 5% prison recall rate whilst on the programme due to breach of license and only 5.6% of those who have started the programme have left due to drug or alcohol relapse.
- Improved confidence and self esteem of service users
- Supported a number of ex-offenders and vulnerable people to start up their own business
- Supported a number of service users into paid employment and/or volunteering placements.

Service delivery continuum

A detailed mapping of Ex-Cell Solutions' interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating	
		Provide Resettlement support for offenders returning to Manchester	Befriending scheme to support offenders for upto 6 months post release on the paid work placement	Work in partnership to Support offenders to find and sustain suitable accommodation	Provide training to obtain Constructions Skills Scheme Cards.	Finding and Placing offenders into volunteering and paid employment for upto 6 months	Support offenders into employment through job search and interview skills
			Peer mentoring support is provided through Greater Manchester Community Chaplaincy	Business start-up support provided for offenders wanting to set up their own businesses.	Benefit and money management support provided via volunteer support worker	Ongoing support is individually tailored to the needs of each individual beneficiary for upto 24 months	
			A dedicated volunteer support worker to support offenders with overcoming barriers i.e. drug, alcohol or mental health issues	Healthy living and eating support provided by the volunteer support worker	'Co-operating Out Of Crime' Programme - securing jobs for ex-prisoners through "group" self employment (cooperative consortia) and "Cooperating into Work" with refugees and asylum seekers.		

ORGANISATION 7: FAIRBRIDGE PROGRAMME (SALFORD)

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Overview

The Fairbridge programme works with young people aged 13-25 that other organisations find difficult to engage with – giving them the motivation, self-confidence and skills they need to change their lives. The programme helps marginalised and disengaged young people who face a range of issues and barriers such as homelessness, substance misuse, history of offending, and young people not in education, employment or training. It empowers them through positive opportunities and experiences and helps them re-engage with society.

Kane Hannaway, 17 – Trafford, Manchester

Kane grew up living with his Mum and two siblings but admits he was a bundle of energy. His Mum tried hard to give Kane a routine but he felt that because she was the only person telling him what to do, he could do as he wanted. His behaviour deteriorated during his time at primary school. Although he enjoyed school, he found it difficult to follow instructions and felt the teachers did not know how to manage him. Instead he turned to making people laugh by being disruptive in lessons.

The crunch point for Kane came whilst he was at secondary school. At the age of 13, he found himself removed from class after disrespectful behaviour, attending classes just three days a week. It was during this period he found himself hanging around with the wrong crowd and getting in trouble with the police. It had a negative effect on his behaviour at school and his relationship with his Mum.

Kane's Mum was called into the school after Kane had been to two Pupil Referral Units and was about to be permanently excluded. The school suggested that Kane should try the Fairbridge programme to help get his life back on track. Working with the team and his local Connexions worker, he studied for his GCSEs at home.

Working with the team, Kane completed a residential course which depended on him controlling his behaviour. He gained a certificate for his efforts before participating in a range of courses which built on his communication skills, team work and motivation. They also helped him to address his issues and disruptive behaviour.

"Going to the Fairbridge programme was a turning point for me. The staff didn't judge me on my previous behaviour, they were easy to talk to and they treated me like an adult. I really enjoyed the activities too, which kept me occupied and away from bad influences. I felt better about myself and my relationship with my Mum improved."

Staff encouraged Kane to gain additional qualifications and he completed an employability skills course at the local YMCA. He has since enrolled in college, where he is studying catering and hopes to become a chef. He also has a keen interest in acting and auditions for roles as and when the opportunities arise.

"Without the Fairbridge programme, I'd still be hanging out on the streets, with the wrong people, committing offences. Having been there once, I have the determination to keep going forward and better myself. Not only did the programme make me realise I was on the wrong path but the staff helped me choose the right one. It's made a huge difference to my life."

Reducing Offending

The programme begins with a short access course specifically designed for young people who have previously struggled with structured programmes and is delivered using fun and challenging activities including a few days away from home at a residential.

Young people then choose from a wide variety of follow-on sessions which strengthen their personal and social development and focus on key areas such as:

- Independent Living
- Learning
- Community and recreation
- Employability

Young people receive one-to-one support from dedicated staff/ peer mentors who help them get the most from the experience. The programme continues for as long as it's needed and, once ready, young people are encouraged to move on to a positive next-step which can be returning back to the classroom, starting a college course, getting a qualification or finding and sustaining a job/volunteering placement.

Young people can:

- tailor the programme to suit needs
- develop personal and social skills allowing them to take responsibility for, and learn from, their own actions and behaviour
- receive one-to-one support
- gain nationally recognised qualifications
- find support to work on self-confidence and motivation
- access a wider network of opportunities

Outcomes/Outputs

- Increasing number of young people returning to education/employment and/or obtaining an qualification/award
- Increased levels of self-esteem and confidence building amongst young people
- Improved school performance for under 16s
- Reduction in substance misuse
- Personal development of young people.
- Reduction in re-offending rates

Service delivery continuum

A detailed mapping of Prince's Trust Fairbridge programme interventions is shown below:

Highly dependent services		Community Care		Independent Living		Participating	
		Personal goal setting through outreach and development work with young people.	Financial planning and anger management support	Team working and personal development skills training/activities		Supporting young people to move into volunteering/employment via CV writing.	
		Outdoor education and residential trips for young people	Group sessions covering wide range of topics i.e. body image, healthy cooking and drug and alcohol.	First aid and personal safety skills training			
		Restorative justice- drama project highlighting impact on victim and perpetrators families and friends.	All Fairbridge staff trained in neuro-linguistic programme	Sports and fitness			
			Deliver specific behaviour management programmes to meet needs of individual				

ORGANISATION 8: MANCHESTER MIND

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Overview

Manchester Mind (formally HARP) is a local voluntary sector organisation, which provides high-quality information and advice and is campaigning to promote and protect good mental health for people living in Manchester. Manchester Mind has over 20 years of experience in dealing with the most vulnerable individuals experiencing severe mental health needs, alcohol and substance misuse and Worklessness related issues. MIND accept referrals from a variety of sources including GPs, social workers, occupational therapists, community mental health teams and other primary and secondary care professionals, although many of its service users simply self-refer.

Case Study- Donna's Story

http://www.harp-project.org/projects/project_cafe_about.php

When I was 17 I was diagnosed with schizophrenia. I suffered a nervous breakdown halfway through my A-levels, that's when my family realised something was wrong. After an attempted suicide I was admitted to a psychiatric hospital. I have been in hospitals for up to 6 months at a time and in and out of them. I have been on and off different medications as well. Since starting my current medication in 2001 I have settled on it. I used to work in the catering business for a while, got married and then became homeless.

I ended up getting a free train ticket to Manchester and lived in a night shelter. I got in contact with a homeless project and when one of their workers moved jobs I was introduced to Manchester Mind. Den helped me find accommodation and told me about the Café project.

I started working in the Café and found that working can be compatible with medications as long as support is provided, which Manchester Mind gives me. Not only support but practical assistance with advice, benefits and counselling. I feel that whatever problem I have there is always a person there to deal with it.

I left Manchester Mind in 2004 to do other things. I carried on an interest in catering by doing an NVQ at college. After successfully finishing the course I started looking for work. When I asked at Manchester Mind for a reference Sharon asked me if I was interested to do an ILF scheme.

I jumped at the chance to do a six-month work experience. It is proving to be the good experience I expected. I gain experience of the food industry, serve the public and learn more about healthy food. I have developed a keen interest in vegetarian

food since the variety can be appealing. I would love a career in vegetarian food but I am aware that specific choices are not always available in the job market.

Reducing Offending

The Mental Health Advice Workers at MIND provide counselling sessions and general advice on welfare benefits, housing and debt for people with mental health needs, aged 15 and over. They hold surgeries at Edale House Mental health Unit two days of the week, providing an advice service to people under psychiatric care who may not access the necessary services to ensure continuous contact with relevant agencies with regard to their housing and financial circumstances.

MIND also runs a Mental Health First Aid course which:

- raises awareness of issues around mental health
- trains people to identify signs and symptoms of mental health problems
- gives people confidence in being able to offer comfort and information to a person experiencing a mental health problem
- gives people knowledge of the different professional help as well self-help, coping strategies that are available and effective so that they can direct and sign post people
- - Preserve life where a person may be a danger to themselves or others;
- - Provide help to prevent the problem becoming more serious;
- - Promote recovery;
- - Provide comfort to the person experiencing the problem;
- - Reduce stigma and discrimination by promoting understanding.

In addition to this, the training covers a range of topics relating to mental health including common mental health problems, the 5 steps of mental health first aid, depression, suicide, anxiety disorders, panic attacks and, psychotic disorders.

The support packages offered by MIND reduce the stigma and discrimination attached to mental health problems and provides the opportunity to intervene early in order to prevent them developing into more serious conditions and promote recovery.

MIND also plays a key role in integrating service users back into local communities, and encouraging them to move towards paid/voluntary employment. As part of this process they actively help services users to find appropriate volunteering opportunities to enable them to gain the experience they need to move into employment. They host a number of volunteers through its Manchester Mind Café and BITE project, which are based in the Zion Community Centre, Hulme. The café is run by volunteers who have had, or are experiencing, mental health needs with the help and support of our café co-ordinators.

Outcomes/Outputs

- Improvement to service users' budgeting skills and personal financial management.
- Promotion of awareness of entitlement to welfare benefits.

- Increase the financial income of service users' through advice and advocacy in applying for welfare benefits they are entitled to.
- Reduction and/or clearing of service users' debts.
- Improvement and/or stabilisation of service users' housing situation and general living conditions.
- Resettlement of service users' in the community following release from psychiatric care.
- Education about mental health and advocacy/signposting to relevant agencies, inc. inter-agency work.
- Accommodation found for homeless service users, inc. gaining priority status for re-housing where relevant.
- Service users empowered to cope with debt/benefit/housing issues in the future.
- Service users feel supported when facing stigma and discrimination associated with poor mental health.
- Service users recognise the impact of their mental health on their day-to-day life and construct an appropriate support structure to help cope with any pressures they are unable to deal with on their own.
- Service users encouraged to live a full and meaningful life, i.e. through leisure activities, voluntary work, attending support groups etc.

Service Delivery Continuum

A detailed mapping of MIND'S interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating
			Assertive outreach Service provides support to people with severe mental health needs and with complex needs	Case workers- provide advice around debt , benefits, housing and homelessness for 25+		Volunteering at Mind and elsewhere e.g mind Café, Bite Project and gardening projects
			Person-centered counseling support for young adults (15-25)	Case workers- advice around debt ,benefits, housing and homelessness for young adults (15-25)	Aspirational plans drawn up and followed and counseling advice provided	Reintegration at work and finding volunteering placements.
	Hold surgeries at MRI providing advice service for people under psychiatric care.			Supporting people to maintain tenancy	Bite project promotes health and wellbeing of people through healthy eating and cooking	

ORGANISATION 9: ROCHDALE CONNECTIONS TRUST

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Overview

Rochdale Connections Trust (RCT) is a registered charity situated in Rochdale. The Trust works with young people with the aim of putting their lives back on track by offering practical and emotional support. RCT receive referrals from all agencies dealing with young people, for example Social Services, Connexions, the Youth Service, the Youth Offending Team, Educational Welfare officers amongst others, but crucially they are now receiving referrals from families and young people themselves.

Case Study - Liam's Story

Rochdale Connections Trust (Kathy Thomas)

Mentor went to pick young person up on a Sunday to go swimming, when he got there the young person had a newspaper clipping saying that "a man was fighting for his life in hospital", Liam had cut the article out of the local paper. He told Graham that the lad that had attacked him was the one that he used to hang around with when he was drinking and getting into trouble. Liam said that the lad had been charged with "attempted manslaughter" with 2 other lads.

Apparently two weeks earlier (the weekend that the assault occurred) a 20 year old and a 14 tried to entice Liam into the car to go with them. Liam said to them that it was all in the past and that he now had better things to look forward to in life. He told his mentor that he was really glad that he had got away from them and the way that he used to behave.

Liam also said that he now realised how much that he had upset his mum in the past and that before now she had given him £10 to buy electric and he had spent it on himself and left her in the dark – he now felt really bad about this.

He said to Graham that if it wasn't for RCT and Graham (his mentor) and Delhi (his Development Worker) he would have been there on that date and arrested for the same crime. Since Liam has stopped associating with these "friends" they have also been charged with several burglaries in the Rochdale area.

Reducing Offending

Rochdale Connections Trust support young people who are:

- experiencing family problems
- homeless or simply depressed
- have a problem with drugs or alcohol or sex
- have been expelled from school

- suffering mental health needs and
- those not in education, employment and training (NEET)

RCT provide various support packages such as access to housing and accommodation, tailored mentoring support to offenders/ex-offenders, confidence building, anger management and parenting support for vulnerable people/mothers, healthy living/cooking, and independent living skills training including benefit and debt management support. In addition to this RCT provide a range of training to its service users such as safeguarding children and young people through to ready for work.

Outcomes and Outputs

- On a weekly basis RCT work with up to 130 clients which include young children with poor school attendance or excluded from school education , male and female offenders, NEETs, long term unemployed/inactive, drug and alcohol users and other vulnerable people.
- RCT's "Hands on Deck" project designed to encourage young people to move into education, employment or training was overwhelmingly successful that 90% of young people who participated through this project went back into education or moved on to training or employment. Furthermore 80% of young offenders working with RCT do not offend whilst on the programme

Service delivery continuum

A detailed mapping of Rochdale Connections Trust interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating	
		Contract with G4S to Work with families with complex needs	Confidence building, anger management parenting support for vulnerable people/mothers	mentoring support for ex offenders and young vulnerable people	Financial and debt management support for clients	Supporting volunteers into volunteering placements	Providing CV writing, interview skills training for vulnerable people
		Homelessness service to provide support and access to accommodation for vulnerable people	Relationship building, family mediation support available for individual and families	Work with young people aged 11 - 19 who are disaffected, disillusioned and socially excluded.	Healthy living/cooking, and independent living skills training		
		A range of training provided such as safeguarding children and young people through to ready 4 work	One to One support for young people and ex offenders	Drop in sessions and school holiday activities to allow young people to build up social and networking skills	Outdoors physical activities and residential trips for young people/families		

ORGANISATION 10: THE ROOTS PROJECT

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Overview

The Roots project was founded by Liz Douglas who with her extensive experience and awareness of communities confronts the problem of deprived neighbourhoods within the North West of England. The project provides a bespoke community engagement process followed by residents developing new transitional skills via personal, social, emotional and educational programmes prior to returning back into mainstream society. The roots project now partners with the North West Housing Provider Symphony Housing in order to provide a complete package.

Case Study- Kelly Ball

www.developingpeople.org.uk

When I first came to the Roots Project I had no confidence and was constantly in trouble with the police and my housing landlord. I was wary of speaking to people with any kind of authority. I really wanted to get a job or go to college but I dint have a clue how to go about it.

As my self-esteem got the better of me I got involved with the project because I realised everyone was really nice and was there to help me. I went on a personal development course and gained self-knowledge and changed the way I thought about myself and turned my life around. I have since had a job and been to collage and now believe in myself.

I can now speak to people better and control my anger and frustrations towards people and I now have a positive outlook on life. Big thanks to the Roots Project “yeah baby”

Reducing Offending

The project works with vulnerable families and individuals and who are not in education, employment or training, registered and unregistered unemployed, economically inactive, and those at risk of social exclusion , for example young people, drug and alcohol users and ex-offenders.

Various support packages are provided to service users such as one to one mentoring, CV building skills, interview techniques, training around changing attitude and thinking and behaviour of individuals. Service users and also given basic I.T and literacy and numeracy training to enhance their opportunities of moving into employment and helping them to divert away from offending behaviour.

Through this individuals learn techniques and methods to:

- Expand self awareness

- Develop social identity
- Develop core values
- Increase self confidence
- Develop and increase self belief
- Understanding Boundaries
- Understanding Responsibility
- Other services are debt management

Furthermore, the Roots Business Development Programme helps and supports people from disadvantaged areas and those from under represented groups to set up and build their own business. The project provides intensive business start-up support to help new business and allow them to thrive as well as providing a structured ongoing mentoring program to accelerate growth. Other support projects are clothes shops and a white good skills centre for ex-offenders

Outcomes / Outputs

Whilst working with 200 households over a period of 18 months, the following outcomes were achieved:

- Anti social behaviour was down 50%
- 80 residents returned to education
- Unemployment was down by 5%
- Self-employment was up by 5%
- Over 30 new start up business were created
- Of 60 young people supported in the last year - 26 are now in apprenticeships.

Service delivery continuum

A detailed mapping of Roots interventions is shown below:

Highly dependent services		Community Care		Independent Living		Participating	
Rapid response provides re-settlement support for people on their departure from prison or hospital	Support to secure accommodation for prisoners on release	Co-ordinate the delivery of statutory services within the community	Independent living programme – 16-18 yr olds live in a house together	Developing basic life skills such as cooking, cleaning and budgeting		Service users become volunteers or directors	Service users apply for funding to set up their own groups e.g. parent and toddler group
Crisis Intervention		Brokering services, e.g. schools, GPs, social services to ensure families receive support entitled to	All service users carry out 9 personal dev. Classes in community house (understanding stress and anxiety, parenting)	Mental Health Awareness Training	Work – Home enterprises. Support to enable people facing difficulties to run business from home		
		Initial Community engagement visit at home begins to establish need	Holistic assessment process carried out with entire family				
	Person-Centred Counselling	Group work, e.g. music, youth drop-in	Parent & toddler club, Kidzone (provides parents with a break!)	Transitional skills		Clothes recycling project	

ORGANISATION 11: THE SANCTUARY TRUST

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Overview

The Sanctuary Trust is a Rochdale based charity, which works with homeless individuals and those experiencing homeless related poverty with emergency homeless issues.

Case Study -Hunter

www.santuarytrust.org.uk

I was introduced to the Sanctuary by a former resident in August 2000. I had an interview with Dave Lackner-Smith who worked alongside Sheila Halsall. I became homeless after a violent incident that happened to me whilst living on Falinge with a friend. I was quickly accommodated at the Sanctuary Trust, removing me from the immediate danger.

My life had been in turmoil to this point and had become so over the previous 10-12 years after being introduced to drugs and consequently becoming addicted. At the Sanctuary there was help on offer that I had never experienced before. The staff were people who accepted, understood and loved me for who I was warts an' all.

I was not living up to my agreement in the hostel still using street drugs. Even through this problem my key worker found me a place to live independently at Greave House. This was fantastic accommodation for me under the circumstances. However my life was still being directed by use of illicit substances; living to feed my habit. My key worker from Sanctuary kept in contact with me and I knew I could call round to the Hostel on Tweedale Street at any time and quite often did. I eventually lost my accommodation at Greave house due to the staff finding drug paraphernalia in my flat.

I turned back to my friends at the Sanctuary who gave me an option to take accommodation at the hostel with very strict guidelines. This included seeking detoxification and rehabilitation from drugs. I found a place to complete both of these goals and have now been drug free for three years. I have visited the Sanctuary on a regular basis since my departure from rehab. This has led me after long consideration to believe my future lies in helping people like myself. I started working initially in a voluntary capacity and then paid as a Sanctuary Trainee Project worker working towards NVQ level 3. I have since left the Sanctuary Trust to concentrate on my song writing and singing.

Hunter is a prolific song writer, guitarist and singer and has written many songs; some about his journey of recovery. He still supports the work of the Sanctuary Trust and often comes back to share his wisdom and sometimes in song

Reducing Offending

Sanctuary's Halsall House hostel, located in Rochdale town centre has room for 13 homeless men and provides a programme to help them gain independent living and take their place in society.

Whilst at the hostel, residents work closely with Key Workers who help them tackle the issues that have caused homelessness. These are often drug, alcohol and relationship based issues. Each circumstance is considered different and the emphasis is on finding the right solution for the individual.

Some of the key features that the hostel programme includes are:

- Personal action planning - the resident will create an action plan with the help of their key worker. The plan is written in the Management Console; software Sanctuary Trust have developed, which enables the resident and key worker to create, develop, print and review the plan and also gives a percentage indication on the front page of how the plan is progressing.
- Personal development meetings - these meetings encourage goal setting and developing the resident's full potential.
- Basic living skills training.
- Recreation - this facilitates outdoor pursuits, leisure and educational trips for the residents.

In addition to this, the Floating Support project at Sanctuary Trust offers follow up services to every resident of the Hostel project. Support workers help them to maintain their tenancies and manage their home(s). They also help residents apply for grants, set up domestic accounts and move into their own accommodation with a tapered action plan that continues from their individual hostel action plan.

Outcomes/Impact

- Engaged a number of homeless people, previously inactive, in activities to improve their physical health, build self esteem and motivation and reduce social isolation.
- Increased basic understanding of healthy living through supporting service users in attending regular GP and dentist appointments.
- 62 service users have been supported in 2010-11 to successfully complete a detox and are now living completely sober life.
- A Larger number of service users are now living in independent, long term accommodation.

Service delivery continuum

A detailed mapping of Sanctuary Trust's interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating	
	Halsall House Provides Abstinence based support for 13 men with drug & substance misuse problems	Volunteer Buddy scheme to strengthen social stability and inclusion and vocational potential of clients	Residential day trips for vulnerable people to encourage them to socialise and build up their networking skills	Team building, confidence and self esteem building support provided to encourage social relationships	Finance, benefits and budget management support to vulnerable people	Personal development programme which includes mock interviews, CV writing and job application support.	
	Cornerstone Provides Abstinence based support for 11 men with drug & substance misuse problems	Accommodation based resettlement support for vulnerable people of Rochdale Borough	Halsall House: provides accommodation support for homeless men and support around independent living	Floating support provided for both female and male offenders	Health and personal safety training for vulnerable people	Ex-service users are recruited to work in the charity shop	
		Peer support and befriending support provided through dedicated key worker	Personal development and basic living skills training provided through the men's Hostel	Good tenancy training for vulnerable people to help them maintain their own tenancy.	Impact project finds volunteering placements for service users		
		Weekend parties and activities for children and families	Advice and advocacy service provided as part of the impact project				

ORGANISATION 12: THRESHOLD

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Overview

Threshold is a registered charity and company limited by guarantee in Oldham, which provides supported housing, floating support and other services to homeless or vulnerable people of Greater Manchester. Threshold's vision is to work creatively with private, public and voluntary sector partners to deliver a choice of quality services for homeless and vulnerable people so they can realise their full potential and make a positive contribution to communities where they live.

Case Study- Paul's Story

Source: Greater Manchester Offenders Project

After months of Paul applying for properties on Pinpoint, failed appeals at Guinness Northern Counties, Trafford Borough Housing and Irwell Valle, We opted for Private rented properties as it was felt that this was the best chance of Paul securing his own property. Paul didn't have the means to pay for a Bond or Rent in advance as he was only on JSA and had already reached the maximum limit from the Social Fund. Paul had been in the hostel for over a year and it was agreed by probation that his risk had reduced and had been given 3 notices to quit. Paul and I arranged to view private properties in Bolton, Stockport and Moston.

The Bolton property was deemed unsuitable by probation and myself due to isolation issues and the property being close to a school, the properties in Stockport, one was turned down by SOMU and the other was turned down by Paul due to health and size reasons. The first property viewed in Moston was turned down by SOMU, then a second that wasn't viewed was turned down by SOMU. Finally the property that Paul is now residing in was approved by SOMU and was deemed suitable, initially Paul wasn't sure about it but after a meeting with Paul, Sarah - OM, Sean - SOM, and Vinnie - SOMU, if okayed by the landlord was deemed suitable for Paul. This property is 131 Ashley Lane, Moston.

When negotiating with the landlord, we agreed to cover the rent in advance from the personalisation fund, the landlord doesn't require a bond. We also said that we would safe guard the rent from Housing Benefits and put a support package in place for Paul to help him settle in to the tenancy.

The cheque has been sent off and Paul is settling well in to his new tenancy. Paul grew up in the Moston area so is familiar with his surroundings. Although Paul is from Moston he previously lived in Tameside, therefore this is a cross borough move.

Reducing Offending

Threshold provides a range of services to vulnerable people designed to support them to make a transition from being highly dependent on services to positively

contributing towards society/communities by moving into volunteering/paid employment or living independently by managing own accommodation.

Thresholds floating support is targeted at young people, young parents, ex-offenders (18-60 years old) and women and their children who are experiencing domestic violence and those who have connections with either Oldham or Stockport. Each client is matched up with a support worker who visits them regularly offering emotional and housing related support. This includes support with budgeting and debt advice, education training and job seeking, health issues and life skills, housing applications, benefits and grant applications.

To support vulnerable people to move towards independent living, Threshold provides 1:1 (one to one) support to offenders to change their attitudes, thinking and behaviour and promote healthy living through healthy eating/cooking and physical activities. To complement this, Threshold offer CV writing, job application and interview skills to ensure ex-offenders maximize their opportunity to move into paid employment/volunteering and/or further education and reduce social isolation and boredom which is seen as one key factor in vulnerable people offending.

Outcomes/Outputs

- Threshold promoting healthy living through mountain biking and learning to cook.
- Development of strong collaborative partnerships with a range of agencies

Service Delivery Continuum

A detailed mapping of Thresholds interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating
		Accommodation and housing support in Oldham and tameside (housing applications etc)	Self-contained and private housing support	Tenancy management support for individuals to sustain their tenancies.	Providing Budgeting and debt advise to vulnerable / homelessnes s people	Education, training and job seeking support for offenders
		Floating advice support for homeless and vulnerable people of Oldham and Stockport.	1:1 support around attitudes and thinking behaviour	Promoting healthy living through healthy cooking/eating and physical activities		
		housing related support to vulnerable people to enable them to find a home and stay independent	Providing housing support for women and children on short stay	Forced marriage worker providing personal, housing related support to women.		

ORGANISATION 13: URBAN OUTREACH

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Overview

Urban Outreach (Bolton) is a registered charity established in 1990, which provides innovative solutions in support, re-housing & resettlement of both male and female offenders (18+ statutory and non-statutory) from across Bolton. The organisation works across the seven reducing re-offending pathways and also supports children and young people who have been reported missing from home in Bolton along with their families as well as roof sleepers and homeless and those at risk of offending.

The Organisation employs 20 paid staff, approximately 200 volunteers and supports hundreds of service users across various projects. Interventions can be brief, for instance providing a meal and clothing at the Reach Out Centre or Winter Watch or longer term, with a key worker supporting individuals' recovery and re-integration in the community over months or years.

Case Study-Gary's Story

Urban outreach Annual report 2010-2011

"Myself and my partner were very chaotic drug users, often spending up to £500.00 per day on heroin and crack. I ended up in Forest Bank prison again, I lost count of the times I had been in there but this time I wanted it to be my last. I kept myself to myself and rather than get involved in the drug scene in there I started on a methadone programme. I started to feel better about myself although I was ashamed of my past. I was put in touch with the Community Drug Team and the OARS project. I started to feel a little bit more positive even though I had lost my accommodation and I thought if I could get accommodated and keep on methadone I might stand a chance. In July 2010 I was released and I moved into a bedsit in Bromwich Street. I kept all my appointments with all the agencies involved-OARS, Bolton Drug Team, Lease management and Bolton probation. Gradually my life seemed to improve.

I started seeing my 3 children twice a week and got involved with other groups that would help me move on in my life. The OARS project started looking for a flat for me in February 2011 and in April I was told that I had been offered a brand new flat that had just been built. I couldn't believe my luck, my life was definitely on the up. I have now moved into my lovely new flat and people have been so generous. I have had lots of good items donated to me and I have been touched by the help I have received. I don't intend this to be the end of my story. The next step for me is helping others and I will be starting training with the Drugs Team so I will be able to mentor other addicts who are looking at changing their lives. I don't know what the future holds for me but I know that I won't be going back in prison, those days are

over thanks to all the agencies that have supported me, believed in me and who gave me a chance when I needed it.”

Reducing Offending

The Offender Advice Resettlement Support project works with male prisoners released from Forest Bank Prison who have no fixed residence. The project worker visits them fortnightly in prison for 6-12 weeks before release to assess their suitability for the scheme.

Once accepted onto the scheme, offenders are assisted with finding accommodation, managing rent arrears, tackling substance misuse and exploring education and training. Ongoing support is given on a one-to-one basis to help the client maintain his tenancy and a stable lifestyle.

The organisation also has strong partnerships with Forest Bank and Styal prisons which involves managing some statutory and non-statutory orders and supporting women wishing to exit street prostitution. They also hold strong ties with local Hospital and the A+E unit which provides referrals for rough sleepers and homeless/vulnerable individuals requiring night shelter.

Outcomes/Outputs

During 2010-2011

- 6 clients gained full time employment
- 4 clients went on training courses in the year
- 1 client did voluntary work
- 1 client is in the process of starting up his own gardening business
- 112 men in Forest Bank claimed they had nowhere to live on release. 104 of these men had between 1 and 12 visits from the OARS project.
- 30 offenders were registered for housing whilst in prison and 12 started to pay off their former tenant arrears out of their prison wages.
- 54 men were accommodated on release from prison:
 - Private rented - 11
 - Bolton At Home - 3
 - Hostels - 25
 - Housing Association - 9
 - Supported Housing - 1
 - OARS Flats - 5

Service delivery continuum

A detailed mapping of Urban Outreach's interventions is shown below:

Highly dependent on services		Community Care		Independent Living		Participating	
Services delivered in Styal and Forest Bank prisons	Care plans developed for individuals on release	Host drug alcohol services at Reach Out Centre	Therapeutic art project	Basic skills e.g. cooking			
Night shelter referrals from A&E	Convening action groups re individual cases – involve variety of services	UO lead professional on some non-statutory orders	Support for women wishing to exit street prostitution				
Crisis Management	Specialist service for YP, provision of emergency accommodation inc. safe houses during crises	Night Shelter & weekly drop-in	Advice and brokerage re benefits and accessing mainstream services	Referral on to social/activities groups			
			Brokering accommodation				

ORGANISATION 14: 42ND STREET

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Overview

42nd Street is a voluntary sector organisation with 30 years experience of providing services to young people suffering from stress and experiencing mental health problems. They work with young people aged 13-25 living in Manchester, Salford and Trafford providing a range of services including counselling, individual support, group work and volunteering opportunities.

Case Study – Jenni’s Story

www.42ndstreet.org.uk/wp-content/uploads/Shout-Out-Mag.-Summer-2011.pdf

It seems like I’ve been here forever, but actually it has only been about 8 months. I guess that’s how it feels? I moved back to Manchester in June and 5 months later I started one to one counselling sessions here. It took a while to trust people but Sarah really helped me to feel more comfortable. The counselling block was beginning to end by December and I became anxious but I didn’t need to worry, it seemed like the end but really it was only the beginning.

At Christmas I came to my first drop in and met some great people. I guess it was after this that I began to find a family outside of home. My confidence has grown and I now feel like part of the wallpaper. In March I also joined the Dealing with Depression group that Sarah and Eleni were running. I was petrified at first but after 2 sessions of realizing I wasn’t the only one and that everyone else in the group were anxious as well I settled in. The group has been really helpful, I have learnt new techniques of how to cope and it feels great to no longer feel alone.

Now there are only a few weeks left here and it’s not just a change of social life, it’s the loss of a family. To be blunt it really sucks but life carries on. All the staff are being really helpful, especially Sarah, Jo and Karina. They won’t let you leave and get dropped, they are trying to find future support for me and I’m really grateful for it all.

You get what you put in to 42nd Street. It is up to you how much you go to. At first I thought it would be easier to not bother because then I wouldn’t miss it as much, but that would limit my experience here. It’s that experience and the people who I’ve shared it with along the way that I will take with me and it’s this that I’m thankful for

Reducing Offending

42nd Street support and engage young people through a wide range of interventions that promote resilience and recovery. These interventions include mental health

needs assessment, individual community mental health support, drop-ins, a helpline, participation opportunities for young people using the service and a national online question and answer service for those affected by self harm. 42nd Street also actively engage in a wide range of schools to provide individual support, counseling and group-work.

Outcomes/Outputs

During 2010/2011

- Delivered 28 long and short term group work programmes to over 350 young people
- Provided individual community mental health and counselling to over 600 young people
- Offered over 5300 individual support and counselling sessions
- Provided individual group work support to pupils in 10 schools, colleges and Pupil Referral Units.
- Provided over 139 volunteering opportunities to young people
- Provided expert answers to 184 online questions on self-harm from young people, parents and carers
- Delivered over 30 training sessions to 555 professionals on a broad range of topics related to young people and mental health
- Worked with 8 diverse groups of young people to develop 2 multi-media exhibitions on emotional and mental health related themes

Service Delivery Continuum

A detailed mapping of 42nd Streets interventions is shown below:

Highly dependent services		Community Care		Independent Living		Participating
	Services provided to young people who are also in receipt of statutory mental health support – complementary provision	Design & delivery of mental health training packages for FE college staff in Salford	Mental health promotion initiatives in schools, colleges & youth centres	Peer-based support		Young People's volunteering project
		Counselling & psychotherapy (multi modal) around common mental health problems	Individual community mental health interventions around common mental health problems	Salford young people can access individual online support with a counsellor	Programme of work focused on YP's participation both internally and in external opportunities	
		Design & delivery of MH training package to generic staff working with YP	Group work inc.therapeutic, issue based,open access drop-in & identity based (e.g. school based group for BME young women)	Accredited arts-based resilience programme for YP under stress		
			Specialist inclusion projects providing individual and group work intervention to: Black young women, LGBT YP and Disabled YP	Open access Drop-in provided - provision of advice, information & activities		
			Helpline provides advice & info to YP, parents/carers and professionals accross Manchester, Salford & Trafford	MH assessments inc. risk assessments undertaken with all YP referred		

SUMMARY OF GMCVO KEY SERVICES, PROJECTS AND NETWORKS

• Bulk buying discounts

Our Marketplace project offers a free, no obligation service for voluntary sector groups in Greater Manchester to access deals on goods and services.

• COMmunity Buildings Information NETwork

COMBINE provides details of training and events plus other information to a network of people involved in managing community buildings.

• Community enterprise

Start-up and sustainability of services and activities based on a commercial model but for community benefit. Support includes identifying aspirations, the most appropriate organisational structure, creating a business plan, market awareness, and how to measure success.

• Community hubs

Community Hubs is a specialist team within GMCVO with the task of strengthening the voluntary and community sector through the development of 'hubs' – places or spaces that generate community or neighbourhood activity.

• Conference and meeting rooms

The St Thomas Centre is a high quality, fully equipped and accessible conference and meeting venue near the centre of Manchester

• Consultancy

Our consultancy service offers in-depth support on a range of topics including project and change management, business planning, organisational development, collaboration and consortia development, social market support and service recovery.

• Databases

Provides cost-effective open source databases that allow organisations to manage and take control of their communications and performance.

• Equality and Human Rights Forum

A forum for Greater Manchester voluntary organisations specialising in equalities work, provides specialist knowledge to influence policies and decision-making.

• Financial services and payroll

Assistance with the management of your finances including a complete payroll service.

• Greater Manchester Health and Well Being Consortium

The Consortium provides a way for voluntary sector organisations to enter the contracts market. It does this by providing a central 'hub' function which takes a lot of the work needed around bidding for contracts away from voluntary sector organisations.

• Greater Manchester Voluntary Sector Support

GMCVO leads a partnership of organisations involved in providing support (infrastructure) to voluntary organisations in Greater Manchester.

• Health Partnership Project

Advises and enables the public sector to overcome barriers to commissioning from local voluntary organisations and enables voluntary and community groups to influence policy on health and access to public services.

• Information and publications

News and information on issues affecting the voluntary sector via various newsletters, a quarterly policy journal and briefings.

• Research

We undertake research to develop our understanding of the needs of communities and we collate and disseminate research findings. We also co-ordinate the Greater Manchester Third Sector Research Network.

• Training

A range of accredited and specialist training including management qualifications. We can also help you develop and run your own bespoke training events.

• Transport Resource Unit

Advises and enables voluntary and community groups and organisations to influence transport policy, finds solutions to local transport issues and helps to build the capacity of the community transport sector.

• Volunteering Greater Manchester

Provides strategic support for existing volunteering services and disseminates best practice in working with volunteers through information, training, mentoring, and a variety of events.

Greater Manchester Centre for Voluntary Organisation

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