

# Summary Report

## Event Three (of Three): How Do We Make It Happen?

Monday 13<sup>th</sup> February 2006

### Background

As a way of engaging the voluntary and community sector in Manchester as a key strategic partner within the city, between September 2005 and February 2006 the Child and Family Support Forum, Voluntary Youth Manchester, the Joint Children's Unit and the Children's Fund jointly organised three city-wide conferences for the voluntary and community sector and statutory partners.

### Event 1 – How Do We Work Together? (October 2005)

This focused on raising awareness of the change agenda around Children's Services (in specific relation to the voluntary and community sector) and promoting understanding of the contribution and difference the voluntary and community sector is making to children, young people and families.

You can download a copy of the report from this event at:  
[http://www.macc.org.uk/macc/child\\_families\\_reports.php](http://www.macc.org.uk/macc/child_families_reports.php)

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### Event 2 – What Do We Want To Say? (November 2005)

This focused on writing a voluntary and community sector contribution to Manchester's Children and Young People's Plan.

You can download a copy of the response to the Children and Young People's Plan at:  
[http://www.macc.org.uk/macc/child\\_families\\_reports.php](http://www.macc.org.uk/macc/child_families_reports.php)

## **Event 3 – How Do We Make It Happen? (February 2006)**

This focused on looking at how voluntary and statutory partners can work together to improve key themes:

- Access
  - Commissioning
  - Engagement of Children and Young People
  - Enterprise, volunteering and work placements
  - Needs analysis
  - Parenting
  - Play, leisure, the arts and sport
  - Resilience, prevention and transitions
  - Workforce Development
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### **This Report**

This report focuses on the outcomes from **Event 3** (How Do we Make it Happen?). This event consisted of workshops which looked at nine key themes which were identified in Event 2 as being important issues. The aims of each workshop were to:

- Recognise what we need to do differently
- Look at what is being done already by different agencies
- Look at the roles of different agencies in enabling these changes
- Develop a shared action plan for different themes

Since the event, a multi-agency working group has been meeting to look at the recommendations which were made. The information in this report provides you with:

- An update on what is happening in Manchester for each of the key themes
- Recommendations from the event
- Actions which have been developed from these recommendations
- Key documents linked to the themes
- Key voluntary and statutory contacts (appendix 1)
- A diagram showing voluntary sector participation at a strategic level (appendix 2)

## 1. Access

How do we gain access to services, information and support?

Recommendations (Access)	Where are we?	Timescale	Link Person and documents
<p>Services based around schools to engage parents</p> <p>Schools tell us what they need and we tell them what we can offer.</p>	<p>Extended Schools are currently reviewing all processes and setting up a revised project board structure. A place will be made for a voluntary sector participant on the project board.</p> <p>Promote role of Forum as facilitator of information.</p> <p>For more information on extended schools go to:  <a href="http://www.eicmanchester.gov.uk/extschools/index.htm">http://www.eicmanchester.gov.uk/extschools/index.htm</a></p>		<p>Cath Collinson (Lead Extended Schools)</p> <p>Ruth Craven (MACC)</p>
<p>Improve understanding of the Compact</p>	<p>You can obtain a copy of the Compact from Voluntary Sector Policy and Grants (VSPG).</p> <p>A series of Compact advocacy workshops have been organised for voluntary and statutory partners. These workshops are being organised to raise awareness of the Manchester Compact and how it can be used.</p> <p>The compact working group has also developed a leaflet which details what the compact is and how it can be used, this should be a more user-friendly</p> <p>Through practical examples and facilitated discussion the workshop sessions will lead to improving our understanding of the Compact, so we can help promote it to the groups we work with.</p>	<p>Oct/Nov 06</p>	<p>John Hartshorn (City Centre Project)</p> <p>Maria Price (Voluntary Sector Policy and Grants)</p> <p>Download the Compact at:  <a href="http://www.manchester.gov.uk/voluntary/compact/index.htm">http://www.manchester.gov.uk/voluntary/compact/index.htm</a></p>

<p>Business development support needed for VCS groups who provide low level support and don't have the capacity to engage in the new commissioning culture (similar to the Partnerships for Older People's initiative)</p>	<p>This needs to be considered on a district basis.</p> <p>South Manchester Regeneration are providing some additional capacity building support for groups working in central east, central west and south districts.</p> <p>4CT are acting as a 'hub' organisation in the NE and NW district and providing a small grants programme and capacity building support for smaller VCS organisations through the Children's Fund pilot.</p>	<p>Ongoing Oct – Mar 06</p>	<p>Wendy Dudley (District Commissioning Lead)</p> <p>Rimple Poonia (South Manchester Regeneration Team)</p> <p>Claire Evans/Jeff Burns (4CT)</p>
<p>Purposeful monitoring and evaluation.</p>	<p>Systems are being developed by Children's Fund. They are looking at an outcomes based method of monitoring and evaluation which will be piloted in three districts of Manchester starting in October. The learning from this will be shared. Toolkits to measure self esteem and improved relationship with parent and child are being developed. Outcomes monitoring and evaluation will be directly linked to contracts.</p> <p>An event is being held by Children's Fund looking at developing organisations and outcomes in November.</p>	<p>27<sup>th</sup> Nov</p>	<p>Anne Faherty (Children's Fund)</p> <p>Ruth Craven (MACC)</p>
<p>Glossary of terms</p>	<p>A multi-agency Children's Services Communications group is being set up. The aim of this group is to improve joined-up communication across agencies and projects. This is something that will be developed by the communications group.</p> <p>The Multi-agency Team project are also in the</p>	<p>Dec 06</p>	<p>Yvette Cox (Children's Services)</p> <p>Helen Sharratt (Children's Services)</p> <p>Access the glossary of terms of the Every Child</p>

	process of producing a glossary of terms.		<p>Matters website at:  <a href="http://www.everychildmatters.gov.uk/deliveringservices/multiagencyworking/glossary/">http://www.everychildmatters.gov.uk/deliveringservices/multiagencyworking/glossary/</a></p> <p>The Charities Aid Foundation/Charities Evaluation Service 'Jargon Buster' is available from  <a href="http://www.cafonline.org/default.aspx?page=7589">http://www.cafonline.org/default.aspx?page=7589</a></p>
Continuity of submission forms for funding	<p>Within the Children's Fund commissioning pilot a different tender application form has been used in each district. These are currently being evaluated and the learning from this will be shared. Questionnaires are being collected which include questions about the commissioning process in the three districts.</p>	ongoing	Anne Faherty (Childrens Fund)

## 2. Commissioning

'Commissioning is the process of specifying, securing and monitoring services to meet individuals' needs, both in the short and long terms. As such, it covers what might be viewed as the purchasing process as well as the strategic approach to shaping the market for care to meet future needs' (Audit Commission, 1997).

Currently a multi agency commissioning model is being developed to support the proposed Children's Trust Arrangements within the city. Children Fund district pilots have established interim panels to test processes and look at learning. In addition the Sure Start District Commissioning managers have also been informing this learning as well as the membership of the Integrated Commissioning Project Team. The development of district boards will be shaped by this learning as we recognise the skills that are necessary to establish new ways of working collaboratively.

Recommendations (Commissioning)	Where are we?	Timescales	Link Person
Identify voluntary sector hub organisations in districts that are responsible for sharing info with all VSC providers in districts.	<ul style="list-style-type: none"> <li>A cluster (or network) of local VCS organisations meet in Wythenshawe district and North West district. These groups are supported by Megan Ohri and Ruth Craven. The aim is that similar groups will be set up in the other districts in the next 12 months where appropriate and existing voluntary sector cluster groups will be supported.</li> </ul>	Ongoing	Megan Ohri (VYM) Ruth Craven (MACC)
	<ul style="list-style-type: none"> <li>In the North East and North West district 4CT act as a 'hub' organisation and distribute funds to smaller VCS organisations and share information with these agencies.</li> </ul>	Oct 06 – Mar 07	Jeff Burns/Claire Evans (4CT)
	<ul style="list-style-type: none"> <li>Children's Fund are responsible for sharing information across the network of organisations they fund.</li> </ul>	Ongoing	Anne Faherty (Children's Fund)
	<ul style="list-style-type: none"> <li>At a city wide level the Child &amp; Family Support Forum meets on a six weekly basis and the Voluntary Youth Manchester Steering Group meet once per month</li> </ul>	Ongoing	Ruth Craven (MACC) Megan Ohri (VYM)

Find out who has responsibility for building infrastructure and capacity building from both VSC and statutory sectors.	<p>A directory of voluntary sector organisations providing support services for voluntary, community and faith groups in Greater Manchester is part of a new website.</p> <p>A partnership - Greater Manchester Voluntary Sector Support (VSS) - aims to ensure that high quality and relevant support to the sector in Greater Manchester is available and accessible to all. In addition, the site will enable VSS to inform other sectors and the general public of news and information about the sector in Greater Manchester.</p>		<p>Go to the website at:  <a href="http://www.gmvss.net/gmvss/">http://www.gmvss.net/gmvss/</a></p>
Ensure VCS is represented on appointment panels of District Managers.	This has been approved in principle	Feb 07	Graham Mellors (Joint Children's Unit)
Develop citywide partnership forums for VSC providers who may not be commissioned at district level but need to know how to work at district level.	<p>This has been delayed until the commissioning process is further off the ground. It is planned that a group will meet to look at these issues further in Autumn 2006.</p> <p>The focus of the next city wide conference will be commissioning and the issue of city-wide commissioning will be addressed here.</p>	<p>Dec 06</p> <p>Feb 06</p>	<p>Ruth Craven (MACC) Megan Ohri (VYM)</p> <p>Wendy Dudley (District Commissioning Project Manager)</p>
To identify the role and purpose of the community network in supporting district working/commissioning.	The Community Network as a whole is looking at the capacity of the sector to get involved with the commissioning process at a district level. This will be supported by both thematic and geographic networks.		<p>Sophie Fosker (CN4M)</p> <p>Download a summary of CN4M Thematic Pools at:  <a href="http://www.cn4m.net">www.cn4m.net</a></p>
Provide information on district commissioning arrangements	Information will be provided via VYM/ Child & Family Support Forum email bulletins about the commissioning process.	Ongoing	<p>Ruth Craven (MACC/Child &amp; Family Support Forum)</p> <p>Megan Ohri (VYM)</p>

### 3. Engagement of Children and Young People

The draft action plan will be further developed through the project management arrangements. Currently progress is being made on some important pieces of engagement work, including:

- The review of the Manchester Young People’s Council (MYPC) has now been circulated and a consultation is being carried out as to the constitution and structure of the new MYPC. A reference group of Young People has been set up who will support the development over the next six months. A programme of work with young people was delivered over the summer in two districts (North East and Wythenshawe). This has resulted in the formation of two District forums. By April 07 it is hoped that district forums will have been developed in the remaining four districts, planning has started for this work.
- A subgroup of the C&YP Participation Steering Group has developed the first draft of the Manchester Engagement Standard and this will go out for consultation over the summer.
- The Workforce Development Steering Group has begun to look at how engagement will be included in the recruitment, induction and training of new staff.
- Systems are also being designed to collate information collected from children and young people and to look at how we can continue to build our intelligence of what C&YP tell us on an annual basis including the setting up of a Young Citizens Panel and the development of the Living Room (an interactive website which allows young people the opportunity to chat online with decision makers). This will include establishing baselines for the top level measures in the Children and Young People’s Plan concerning the degree to which young people feel they have a say and are involved in volunteering.
- Ensuring that children and young people feed into the development of the Mancunian Agreement.

Recommendation – Engagement of children and young people	Action	Timescales	Link Person
Engagement of children and young people should take place at a district level.	Development of district youth forums has started.	Mar 07	Muir Hunter (Children’s Fund) Mandy Bassi (JCU) Megan Ohri (Voluntary Youth Manchester)

There is a need for multi-agency training around engagement with children and young people. Better information sharing around best practice	To be included in the engagement strategy	Mar 07	
Increased involvement of schools	To be included in the engagement strategy	Mar 07	

## 4. Enterprise, Volunteering and Work Placements

How can we provide more opportunities for these things. What do we know about what we've got already?

Recommendation (Enterprise, Volunteering and Work Placements)	Action	Timescales	Link Person
Increase volunteering	<p>Increasing volunteering opportunities for young people features heavily in Youth Matters and access to volunteering opportunities forms part of the new core offer for 13-19 year olds.</p> <p>A Youth Matters Board has been developed to oversee the local implementation of Youth Matters.</p>		<p>Liz Anstee (Manchester Youth Service)</p> <p>Megan Ohri (VYM)</p>
Who is doing what in relation to work placements for children and young people?	<p>Trace the document relating to the public sector supporting volunteering.</p> <p>One of the first tasks for the youth matters board will be mapping of current services including youth volunteering agencies, a brief list of projects and contacts has already been developed by VYM</p>	Mar 07	Megan Ohri (VYM)
Communication plan must include a mechanism for identifying the organisations that have a strategic stake holding In the theme of economic wellbeing.	This has been taken to the economic well-being sub-group by VCS representative (John O'Donnell)		John O'Donnell (Reachout!)

## 5. Needs Analysis

The first step of any joint planning and commissioning process is to understand local needs. This is done by pulling together the key quantitative and qualitative data on children and young people's health, development and well-being across the five outcome areas. Information should be gathered from children, young people, families, carers, the community and professionals from all partner organisations – statutory, private, voluntary and community. This creates a profile for the area and begins the process of identifying the current pattern of outcomes, determining priorities and supporting decisions made by the district board. It is essential that a high quality needs analysis underpins the planning and commissioning process.

Services need also to be mapped to produce a service specification. This mapping will show where there are correlations, overlaps and gaps.

Children's Fund have carried out a needs analysis and service specifications for the three districts they commissioned from. Through these, different needs were identified for each district. Learning from these will be fed into the integrated commissioning project.

Recommendation (Needs Analysis)	Action	Timescales	Link Person
Everybody at every level responsible for decision-making has a clearly articulated rationale for dealing with competing priorities.	A single point of access for commissioning intelligence is being developed that is informed by districts. This will enable us to develop a proactive approach to integrated commissioning based on accurate research and analysis that is shared and analysed across sectors and agencies therefore truly informing decision making and future service design.	Ongoing	Wendy Dudley (District Commissioning Lead)
Flexibility in funding regimes to meet underlying/root cause/need rather than symptoms. Also have to have longer term funding to support this.	There is an increasing need to recognise the key role of the VCS as a key source of intelligence about local need and the impact of policies on the ground.  Workshops are being arranged to look at key issues for VCS and what are the priorities to make the commissioning environment one in which the VCS can operate in most effectively	Ongoing  Dec/Jan	Anne Faherty (Children's Fund)
Involve the community	Needs to be included in the community engagement		

<p>at the right time e.g. not December of end of financial year.</p>	<p>strategy and commissioning guidelines.</p> <p>The latest version of the Manchester Compact now includes guidelines for a number of areas of partnership working including consultation timescales.</p>		
<p>Being accountable to the local community, autonomy for area-based part of care organisations.</p>	<p>Download a copy of the community engagement strategy at:</p> <p><a href="http://www.manchesterpartnership.org.uk/page/2,4/">http://www.manchesterpartnership.org.uk/page/2,4/</a></p>		

## 6. Parenting

Manchester's Positive and Responsible Parenting Strategy was launched in September 2006. The strategy shows that much has been achieved through partnership working, but there is still a great deal of work to do. The consultation process for the strategy has shown wide support for what we are trying to achieve, but has also highlighted further development areas. This strategy is a working document which highlights progress and priorities at the time of writing. It will be supported by a work plan which will continue to change and develop over time.

There are places on both the Parenting Board and Parenting Board task group for voluntary and community sector participants from the Child & Family Support Forum. You can download a summary and full copy of the parenting strategy here: <http://www.manchester.gov.uk/children/parents/strategy.htm>

Recommendation (Parenting)	Action	Timescales	Link Person
Bi Annual conference to share good practice around parenting support.	A conference was held in October 06.		Deborah Cox (Joint Children's Unit)
Open day with a focus on services/agencies who can work with schools e.g. statutory agencies, VCS, employers, link to extended schools.	To be taken to the Parenting Board		

## 7. Play, leisure, the arts and sport

Within Manchester City Council the Play Partnership exists to raise the importance of play and to increase the opportunities for children and young people to access play in their local communities and throughout the city that will have a positive impact on their personal growth and development. This is done through the development of the Manchester Play Strategy.

Manchester has been allocated £1.4m through the Big Lottery Fund specifically for work around children's play. The Manchester Play Partnership is responsible for submitting a proposal for this funding by the deadline of November 2006. In addition to this, there is a further £15m nationwide available for voluntary sector organisations through the Playful Ideas programme. The focus for this is on innovation and new ways of providing children's play. Applications can be made any time up until 31 December 2007. For more information go to [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk). Organisations applying for funding through the Playful Ideas programme are encouraged to get in touch with the Play Partnership to discuss how their bid links in with the Play strategy. The Play Partnership will take a role in bringing groups together to encourage collaborative working, support joint bids and support district groups/bids/forums.

The recently established Youth Matters Board is responsible for ensuring that the new core offer for 13-19 year olds is delivered in Manchester. The core offer for young people includes access to two hours per week of recreational and cultural activities and 2 hours per week sports, constructive activities or volunteering.

Recommendation – Play, Leisure, the arts	Action	Timescales	Link person
Each district has a partnership group for providers of play, leisure, culture, arts and sports.	Taken to the Play Partnership. Collaborative bids for Playful Ideas fund are supported. Each district to have link person based within a voluntary sector organisation to bring together different VCS organisations providing play opportunities.		Elaine Morrison (Children's Fund)  Jacqueline Narayansingh (Play Strategy)
Production of joint publicity and marketing	Needs to be part of district working.		
Support of VCS groups to take part in	There is a place on the Play Strategy Board for a voluntary and community sector participant (Tim		Tim Ferguson

<p>planning and providing services</p>	<p>Ferguson, Manchester Young Lives). Part of this role is to ensure information flows between the Play Partnership and the Child &amp; Family Support Forum to enable participation of a wider group of organisations.</p> <p>There is also a place on the Youth Matters Board for a voluntary sector participant (Megan Ohri from Voluntary Youth Manchester) Part of this role is to ensure information flows between the Play Partnership and the Voluntary Youth Manchester Steering group and Child and Family Support Forum.</p>		<p>(Manchester Young Lives)</p>
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## 8. Resilience, Prevention and Transitions

The Children's Fund has raised the profile of prevention and energised people to engage in prevention initiatives. It has also actively contributed to the implementation of the city's Preventative Strategy and the development of its Children's Services. There has, however, been little fresh thinking about a preventative approach to social exclusion or development of a coherent framework.

Recommendation - Resilience, transition	Action	Timescales	Link Person
Resilience, Transitions, Prevention.	There is a plan to have a conference looking at the issues around providing a preventative approach. Nationally Children's Fund have produced some excellent work around prevention.	Mar 06	Elaine Morrison (Children's Fund)
Voluntary and statutory agencies expand their awareness and expertise around the need for a constant adult	To look at current research and learning in the this area and share at the conference.	Mar 06	

## 9. Workforce Development

### General Update

Manchester has now developed its workforce strategy, which sets out priorities to meet the strategic aims for of the children's workforce. To oversee the delivery of the strategy a multi sector partnership board has been established chaired by the Director of Children's Services. A multi sector steering group made up of workforce leads from each sector supports this partnership board in its delivery. There is a place on the workforce development board and steering group for a voluntary sector participant.

The Children's workforce strategy in Manchester will encompass both the maintained, voluntary and independent sectors and in the case of early years will also include the private sector. In addition the workforce strategy will also identify and support the potential workforce development issues for roles that impact directly on children and young people for example, police, leisure, street and park wardens etc.

Funding has been secured through the Workforce Development Council (in collaboration with Voluntary Youth Manchester and MACC) to develop a stronger awareness of the Children's Workforce Strategy within the voluntary and community sector and enable engagement in the delivery of some of these key priorities. It is proposed that the funding is used to support the delivery of a number of key projects detailed as priorities within the strategic workforce plan:

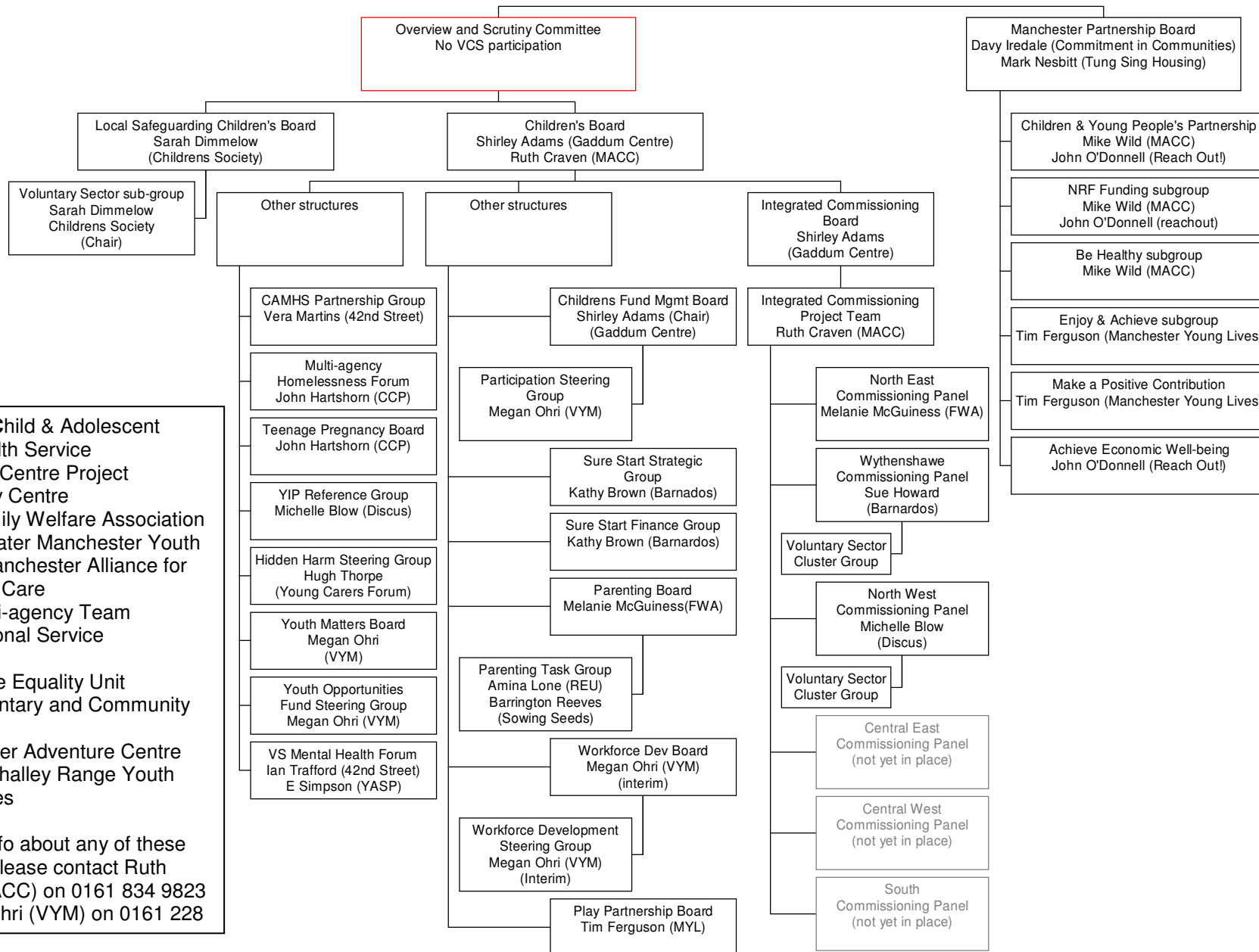
1. Visioning event to enable engagement in and development of workforce plan for PVI sector to support delivery of children and young people's plan and priorities of workforce strategy.
2. Delivery of common core briefings across sector.
3. Support for this sector to access common core induction programme and linked skills audit tool currently being piloted in LA sector.
4. Support the development and delivery of short programme to develop core competencies of managers in this sector.

Recommendations from Conference	Action	Timescales	Link Person
Find out what is happening with Change Up	<p>For latest info on national Change up to:  <a href="http://www.changeup.org.uk/developments/aroundhubs.asp">http://www.changeup.org.uk/developments/aroundhubs.asp</a></p> <p>For latest info on local Change Up go to:  <a href="http://www.gmcvo.org.uk/viewpage.php?recid=955">http://www.gmcvo.org.uk/viewpage.php?recid=955</a></p>		Alex Whinnom (GMCVO)
Promote work placements in different agencies – fund more statutory placements and place in the voluntary sector. May be in the induction programme.	<ul style="list-style-type: none"> <li>• This will be taken to workforce development strategy board.</li> <li>• This will be fed into the Multi Agency Team Learning and Development Group</li> </ul>		Fiona Worrall (Workforce Development)  Helen Gilchrist (Multi-agency teams)
Ensure partnership working has corporate ownership – has duty and responsibility to know who is out there and ensure there are quality standards.	<p>How do we define ‘Partnerships’? What does it mean in practice?</p> <p>Good practice guidance around partnerships is developed in the Compact.</p>		
Include visits to different agencies in induction programmes.	<ul style="list-style-type: none"> <li>• This will be taken to workforce development strategy board.</li> <li>• This will be fed into the Multi Agency Team Learning and Development Group</li> </ul>		Fiona Worrall (Workforce Development)  Helen Gilchrist (Multi-agency Teams)

## Appendix 1: Contact Details

Ruth Craven MACC 0161 834 9823 <a href="mailto:ruth@macc.org.uk">ruth@macc.org.uk</a>	Graham Mellors Head of Joint Children's Unit 0161 234 7086 <a href="mailto:g.mellors@manchester.gov.uk">g.mellors@manchester.gov.uk</a>
Megan Ohri Voluntary Youth Manchester 0161 228 7654 <a href="mailto:m.ohri@citycentreproject.co.uk">m.ohri@citycentreproject.co.uk</a>	Deborah Cox Joint Children's Unit 0161 234 7086 <a href="mailto:d.cox@manchester.gov.uk">d.cox@manchester.gov.uk</a>
John Hartshorn City Centre Project 0161 228 7654 <a href="mailto:j.hartshorn@citycentreproject.co.uk">j.hartshorn@citycentreproject.co.uk</a>	Helen Gilchrist Joint Children's Unit 0161 234 7086 <a href="mailto:h.gilchrist@manchester.gov.uk">h.gilchrist@manchester.gov.uk</a>
Jeff Burns/Claire Evans 4CT 0161 230 1420 <a href="mailto:Jeff.burns.4ct@btconnect.com">Jeff.burns.4ct@btconnect.com</a>	Mandy Bassi Joint Children's Unit 0161 234 7086 m.bassi@manchester.gov.uk
Sophie Fosker Community Network for Manchester 0161 234 2916 <a href="mailto:sophie@cn4m.net">sophie@cn4m.net</a>	Cath Collinson Head of Extended Schools Manchester M12 5DR 0161 274 6274 <a href="mailto:c.collinson@manchester.gov.uk">c.collinson@manchester.gov.uk</a>
John O'Donnell Reachout! Tel: 0161 226 7643 John.O'Donnell@reachoutuk.org	Rimple Poonia South Manchester Regen 0161 877 1880 <a href="mailto:r.poonia@manchester.gov.uk">r.poonia@manchester.gov.uk</a>
Shirley Adams Gaddum Centre Tel: 0161 834 6069 Email: <a href="mailto:Sma90@hotmail.com">Sma90@hotmail.com</a>	Fiona Worrall Head of Development, Personnel and Management Support 0161 234 3926 <a href="mailto:Fiona.worrall@manchester.gov.uk">Fiona.worrall@manchester.gov.uk</a>
Elaine Morrison Head of Children's Fund Manchester Children's Fund 0161 882 1312 <a href="mailto:e.Morrison@manchester.gov.uk">e.Morrison@manchester.gov.uk</a>	Liz Anztee Head of Youth Service 0161 234 7277 <a href="mailto:l.anztee@manchester.gov.uk">l.anztee@manchester.gov.uk</a>
Muir Hunter Children's Fund 0161 882 1312 <a href="mailto:m.hunter@manchester.gov.uk">m.hunter@manchester.gov.uk</a>	Wendy Dudley Integrated Commissioning 0161 234 7086 <a href="mailto:w.Dudley@manchester.gov.uk">w.Dudley@manchester.gov.uk</a>
Anne Faherty Manchester Children's Fund 0161 882 1312 <a href="mailto:a.faherty@manchester.gov.uk">a.faherty@manchester.gov.uk</a>	Madeline Rose Voluntary Sector Policy & Grants 0161 234 3141 <a href="mailto:m.rose@manchester.gov.uk">m.rose@manchester.gov.uk</a>

## Appendix 2: Voluntary Sector Participation at a Strategic Level (Nov 06)



**CAMHS – Child & Adolescent Mental Health Service**  
**CCP – City Centre Project**  
**FC – Family Centre**  
**FWA – Family Welfare Association**  
**GMV – Greater Manchester Youth**  
**MACC – Manchester Alliance for Community Care**  
**MAT – Multi-agency Team**  
**NSF – National Service Framework**  
**REU – Race Equality Unit**  
**VCS – Voluntary and Community Sector**  
**WAC – Water Adventure Centre**  
**WRYO – Whalley Range Youth Opportunities**

For more info about any of these structures please contact Ruth Craven (MACC) on 0161 834 9823 or Megan Ohri (VYM) on 0161 228