



Communities and Equalities Scrutiny Committee

Date: Thursday, 5 September 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

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Councillors - Hacking (Chair), Andrews, Chambers, Collins, M Dar, Doswell, Douglas, Evans, Grimshaw, Kirkpatrick, Rawlins, Rawson and Rowles

Supplementary Agenda

6. **[2:35 – 3:05] Manchester's Language Diversity** 3 - 14
Report of the City Solicitor

This report provides an overview of language diversity in Manchester, and particularly considers work undertaken by the Council to recognise, respond to and celebrate this aspect of the City's diversity. It also considers how this work can be continued and strengthened in future.

8. **[3:20 – 3:50] Our Manchester Voluntary and Community Sector (VCS) Fund** 15 - 34
Report of the Director of Policy, Performance and Reform

This report provides an update on the Our Manchester Voluntary and Community Sector fund and the ongoing programme of work being delivered by the Programme Team, Our Manchester Funds.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Friday, 30 August 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Lloyd Street Elevation), Manchester M60 2LA

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 5 September 2019

Subject: Manchester’s Language Diversity

Report of: City Solicitor

Summary

This report provides the Committee with an overview of language diversity in Manchester, and particularly considers work undertaken by the Council to recognise, respond to and celebrate this aspect of the City’s diversity. The report aligns these considerations with the Council’s strategic equality objectives, to demonstrate the importance and relevance of language diversity as a contributor to the achievement of these objectives.

Much work in this area takes place at a local level and the report does not intend to provide a thorough assessment of all activities undertaken to respond to the City’s multilingual nature. It does however aim to give an indication of some recent key activities and initiatives that demonstrate the organisation’s commitment here. The report also considers how this work can be continued and strengthened in future.

Recommendations

The committee is invited to consider and comment on the contents of the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Not applicable.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report briefly outlines the economic opportunities and advantages afforded to a multilingual Manchester. Language diversity as broad as Manchester’s is recognised in the report as a major attraction to international businesses, representing a diverse range of economic opportunities.
A highly skilled city: world class	The report notes the inherent value of language

and home grown talent sustaining the city's economic success	diversity in the City; it recognises multilingualism as a great talent for individuals to use and a valuable resource for the City to capitalise on. The report also recognises the importance of residents possessing English language skills as an enabler to engage in the City's economic opportunities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The report highlights the contribution of multilingualism in defining the City's character and as a reflection of its diversity. Multilingualism is highlighted throughout the report as an intrinsic part of communities' identities / Manchester's identity, and presents an overview of work undertaken to recognise and respond to this language diversity, to not only unlock its potential, but to celebrate its role in defining a modern Manchester.
A liveable and low carbon city: a destination of choice to live, visit, work	The City's approach to language diversity is a magnet for new residents and businesses alike, proactively working to remove the barriers that language / communication can create and using the City's multilingual nature to attract diverse communities to visit, live and work in the City.
A connected city: world class infrastructure and connectivity to drive growth	Multilingualism is a critical facet of a connected city to communicate with, attract and accommodate international partners in the City's growth. Manchester's breadth of spoken languages presents a huge opportunity to connect the City with investment and support the 'connected city' aim of the Our Manchester Strategy.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- *Attainment and Progress 2018 Report*, Children and Young People Scrutiny Committee – 5 March 2019
- *Manchester Adult ESOL Strategy 2019* - available on request

1.0 Introduction and Context

- 1.1 This report provides the Committee with an overview of language diversity in Manchester. Particular focus is given to how the Council recognises and responds to language diversity in the delivery of its services, the relevance of language diversity in relation to some of the City's key outcomes and the importance to the Council of promoting language diversity in order to support some of its own strategic aims.
- 1.2 Relative to its population size, Manchester is one of the most linguistically diverse Cities in the United Kingdom and Europe. Current research by the University of Manchester's 'Multilingual Manchester' programme (see below) finds that around 200 different languages are spoken in the City, and that more than half of the City's residents are estimated to know and use more than one language. Close to 20% of Manchester's adult population declared a language other than English to be their "main language" in the 2011 Census, added to which, data from the Education Service shows that more than 40% of Manchester's primary school children speak an additional language to English in their homes. This compares favourably not only with other core cities in the UK, but also across Europe. Community languages with the largest number of speakers in Manchester are Urdu, Arabic, Chinese, Bengali, Polish, Panjabi, and Somali.
- 1.3 A journey through Manchester provides an inescapable demonstration of how present and relied upon language diversity is; shop fronts and signage, community information and adverts are routinely written in languages other than English and are intended to communicate most effectively with the diverse resident groups in each local area. Population projections based on Office for National Statistics data indicate that Manchester's BAME population is estimated to rise from approximately 30% at the time of the 2011 Census, to over 40% by the time the 2021 Census is taken. The City's language diversity can also be expected to continue to increase at a comparable rate. - This base-line position and direction of travel makes a compelling case for the importance of recognising, respecting, responding to and celebrating Manchester's rich language diversity.
- 1.4 The Council's celebration of Manchester's language diversity not only resonates with its long-standing commitment to be a City of inclusion and cohesion, but also recognises the economic possibilities that a linguistically diverse population brings. Indeed, the commercial benefits of Manchester's language diversity, opening the City up to international markets and investment, will be pivotal to realising the aims of the Our Manchester Strategy.
- 1.5 In order to harness these numerous opportunities and respond to emerging language needs, the Council needs to continue to adapt its services to ensure that they are fair and accessible regardless of residents' language capabilities. The Council has a long-standing and considerable success in this arena, and continues to diversify its 'language offer' and approach to reflect the City's increasingly diverse population.

- 1.6 In considering the Council's current 'multilingual offer', officers have identified that there are a range of good support and celebration activities already in place. The individual components of this offer though, are disparate and individually owned by separate services, rather than forming a cohesive and consolidated offer. This report therefore seeks to present the Committee with examples of the key areas of work where language diversity is being supported (i.e. in the delivery and accessibility of services), or is being celebrated. It does not present a definitive assessment of the extent to which multilingualism is supported or celebrated in every Council service area, given the volume of local community activity which this involves.
- 1.7 The report is presented in alignment with the Council's three strategic equality objectives:
1. Knowing Manchester Better
 2. Improving Life Chances
 3. Celebrating Our Diversity

This aims in doing this is to demonstrate the relevance and benefits of multilingualism in helping these objectives to be realised. This will be given further consideration as the equality objectives are reviewed over the remainder of this financial year.

2.0 Knowing Manchester Better

- 2.1 The Council's equality objective of Knowing Manchester Better states that:

"We will work together with Manchester's citizens and our partners in the public and voluntary sectors to increase the quality of the information, knowledge and understanding we have about Manchester's diverse communities and the value that we gain from this. This will allow us to work with each other to support 'community cohesion' – people from different backgrounds getting on well together in the local area and treating each other with respect and consideration – and make sure we develop policies, and provide and commission services that meet everyone's needs."

- 2.2 Clearly, developing a substantial understanding of the range of different languages spoken in Manchester and their links to people's experience of life in the City is a key component of progressing this objective. Work undertaken at the neighbourhood level responds very directly and in a timely way to local priorities, but does not necessarily contribute to a broader understanding of multilingualism at City level and over a longer period of time. The opportunity to work with partners to develop this broader understanding is perhaps best exemplified by the ongoing relationship that the Council has formed with the University of Manchester's Multilingual Manchester Project.

Multilingual Manchester Project

2.3 Based at the University of Manchester's School of Arts, Languages and Cultures, the Multilingual Manchester project provides the Council with a considerable and exciting opportunity to understand more about the variety and complexity of language diversity in the City. The project team works across academic and operational disciplines to study both the challenges and the opportunities that language diversity brings to Manchester. The project was initiated approximately 10 years ago as part of a range of opportunities for students to engage with the city of Manchester, understand its character and contribute to its fabric. The team has built on this early opportunity to profile the City's linguistic landscape, and now holds the largest body of online undergraduate research on multilingualism in both higher education and in any single city in the country.

2.4 The project comprises several strands of activity:

Teaching, Research and Outreach

Working with a range of public and voluntary sector providers, these strands aim to respond to current issues experienced by practitioners and communities, to co-design research and to share good practice. A range of resources are available online to assist, including academic studies and research outcomes, survey reports and fact sheets.

Student Contribution

Students are an integral part of the project's work, contributing extensively to research and outreach activities. Multilingual Manchester's online archive of research reports is authored entirely by undergraduate students.

Volunteer Scheme

The Multilingual Manchester student volunteer scheme engages students from a range of academic disciplines. Working in a range of different organisations across the city, volunteers gain valuable insight into service delivery in a diverse, linguistically dynamic city.

2.5 The Multilingual Manchester project's growing body of research, evidence and analysis has attracted significant interest from academics and practitioners internationally, and the project team has hosted conferences and events which positively and proactively promote Manchester's reputation as a hub of good practice around language diversity.

2.6 At a more operational level, the project has worked with public service organisations in the City. Work with the NHS in Manchester, for example, has led to the multilingual approach of the NHS's Choose Well campaign. The project has also worked with the Council's Regeneration Team to factor language diversity into the organisation's understanding of emerging communities, in addition to responding to research and engagement requests from Manchester schools and Greater Manchester Police.

- 2.7 The extensive body of evidence and analysis afforded to Manchester's public services by the project team continues to add value and insight to their undertakings. Various Council services, including the Equality, Diversity and Inclusion Team, M:4 Communication and Language Support Service (CALSS), Libraries, Manchester Adult Education Service and continue to work regularly with the Multilingual Manchester project team to share information and support each other's activities.
- 2.8 The Multilingual Manchester project team's considerable and growing body of information is available to review at mlm.humanities.manchester.ac.uk, and Members of this committee are encouraged to visit the site for further details.

3.0 Improving Life Chances

- 3.1 The Council's equality objective of Improving Life Chances states that:

"We want everyone living in Manchester to have a good quality of life and equal chances. We know that for some groups in Manchester this is not the case. We will work with our partners to take a positive approach to removing inequalities."

- 3.2 Considering this in relation to language diversity, a key priority for the Council is ensuring equality of access (to services, facilities, resources etc.), regardless of an individual's 'first' language. Critical to the delivery of this aim is the work of the M:4 Communication and Language Support Service (CALSS).

M:4 Communication and Language Support Service

- 3.3 Currently in its 27th year, M:4 CALSS provides a range of translation services to ensure that crucial Council services are accessible and understood by a broad spectrum of Manchester residents. M:4 CALSS aims to:
- Provide interpreters in any language including British Sign Language (BSL), to improve access to information, opportunities and services;
 - Provide translations of various information leaflets and documents in appropriate languages including Braille and other accessible formats;
 - Identify, train and create a pool of Interpreters, Translators, Linguist and Specialists in partnership with local and international academic groups and institutes and promote careers in language related profession; and
 - Identify and promote an understanding of the linguistic needs our communities and make Greater Manchester One World and Centre for Excellence for Linguistic and Cultural Equality.
- 3.4 These aims are delivered through a range of available services including:
- Face to face and BSL interpretation
 - Alternative and specialist forms of communication
 - Multilingual audio-visual production
 - Written translations (including Braille)

- Championing Multilingual Communication training
 - Consultancy on multilingualism and multiculturalism
- 3.5 The M:4 CALSS service is responsive to user needs, in circumstances where language difference potentially creates a barrier to Council services. M:4 CALSS works with other Council services such as social care or homelessness to ensure that language needs to access those services are met, as well as working directly with individuals. The service proactively advises individuals that information can be obtained from M:4 CALSS on request in an alternative language or format. This approach presents a cost-effective and flexible way of meeting language needs which avoids stock-piling information in alternative languages / formats which may become outdated and redundant without being used.
- 3.6 Of the approximately 200 languages spoken in Manchester, M:4 CALSS has been asked to provide translation or interpretation in 77 languages, which continues to form the foundation of the service's offer. In 2018-19, M:4 CALSS delivered over 13,000 face to face interpretation sessions and almost 2,000 written translation projects. The service and the expertise of its language professionals are celebrated nationally, resulting in invitations to speak on multilingualism and multiculturalism locally, regionally and even nationally at the Language Show, taking place in London on 15 - 17 November 2019.

Multilingualism in Education, Key Stages 1 - 4

- 3.7 As a logical consequence of ensuring equality of access to services that are considerate of and responsive to language diversity, it follows that Manchester is able to demonstrate encouraging equality of outcomes. This is perhaps most prominently reflected in the City's educational attainment outcomes for 2018.
- 3.8 Over 40% of primary school children speak English as an Additional Language (EAL), with up to 40 languages spoken in one primary school alone. Although this could potentially pose challenges for children and their families, it is a need that is met practically by Manchester schools. Children who arrive in the City learn English in order to access the curriculum and although attainment levels tend to be lower than average to begin with, ongoing support evens the attainment level out as children progress through the education system.
- 3.9 To support children with EAL, differentiated strategies are implemented to help children settle in school. Some children are 'buddied up' with a class-fellow who may also be newly arrived in the City and who shares the same first or other languages, in order to reduce feelings of isolation and embed a sense of belonging and community. Parents are also given support, including being able to borrow books available in different languages to read to their children, to create a learning culture within the home. Accessible English courses are available to parents and grandparents, enabling them to support their own and their children's / grandchildren's language learning.

- 3.10 Overall, the progress of Manchester pupils with EAL shows positive improvements, suggesting that the support and interventions above are starting to have their desired effect. In particular, outcomes improved in Reading Writing and Maths combined (RWM) and 'reading at the expected standard' at the end of Key Stage (KS) 2 and improved at the higher standard in all areas except for maths. Most noteworthy is that outcomes at KS4 for Manchester pupils with EAL continue to be better than Manchester non-EAL pupils for all accountability measures.
- 3.11 It should be noted that despite this progress at KS 2 and 4, there was a decline in outcomes at Key Stage 1 in 2018 and the overall outcomes for the Manchester EAL cohort remain lower than national average outcomes for the same cohort. Manchester remains committed to continuing the supportive measures outlined here to close the attainment gap with UK averages.
- 3.12 A more detailed analysis of these attainment statistics was considered by the Children and Young People Scrutiny Committee on 5 March 2019 in its 'Attainment and Progress 2018' report. Members of this committee are encouraged to visit this report for further information.

English for Speakers of Other Languages (ESOL) - Ongoing Provision

- 3.13 Provision of English for Speakers of Other Languages (ESOL) is well established in Manchester, with over a decade of ESOL provision being coordinated by the Manchester Adult Education Service (MAES). The Council's ESOL Strategy 2019 recognises that the city's diverse population, with its array of languages and cultures, is increasingly attractive to global businesses. It notes though, that in order to be able to access the emerging opportunities in Manchester, residents will require key functional skills, of which the ability to speak English is one. English language skills represent a contributor to community integration and cohesion, they are a means of managing everyday interactions and they promote an individual's independence (i.e. removing reliance on interpretation support). For these reasons there continues to be considerable local demand on ESOL provision.

ESOL Advice Service

- 3.14 The demand for ESOL services are such that a systematic way to maximise access to the available provision is required. To achieve this, MAES and The Manchester College successfully made a joint bid for the ESOL Coordination funding for Manchester, and have been working to establish the Manchester ESOL Advice Service which will launch in September 2019. The project aims to develop a centralised ESOL initial assessment and referral service to better coordinate ESOL provision across Manchester.
- 3.15 The project will deliver up to 10 weekly ESOL Advice sessions across the city that residents will be able to book onto by calling the ESOL Advice Service office or by speaking to reception staff in any of the voluntary, community and social enterprise (VCSE) sector centres running these sessions; VCSE providers will operate the sessions so that they are facilitated in ways that are

appropriate to and accessible by the diverse communities that they serve. Sessions involve a one to one assessment of the learner's level of English, their learning goals and their aspirations by a qualified ESOL teacher. Following the assessment, ESOL Advice Service staff will make every effort to identify a suitable course for that resident with one of the ESOL providers in the city.

- 3.16 The ESOL Advice Service will also work with ESOL providers with a view of considering changes to their programme offer to accommodate the unmet demand in certain Wards or for certain groups of residents. The ESOL Advice Service is funded by the Ministry for Housing, Communities and Local Government (MHCLG) as part of the Integrated Communities Strategy. The project will run until the end of July 2020.
- 3.17 In addition, a time limited Talk English project delivered by MAES is funded by the Department for Communities and Local Government. The *Talk English* programme provides opportunities to learn English to learners of all abilities. It is staffed by volunteers who are trained to become either Talk English *Friends* or *Teachers*, and then run activities to practice English. These may include taking learners on *Create & Talk* visits to galleries or *Walk & Talk* visits to parks. Talk English also includes opportunities to engage in other forms of wellbeing like bike rides in the park or childhood storytelling picnic sessions. More information is available at www.talk-english.co.uk

A Multilingual Workforce

- 3.18 Although the Council does not monitor the language diversity of its workforce, it would be reasonable to suggest that with over 200 languages spoken in the City and circa 50% of the Council's workforce being Manchester residents, a significant proportion of the workforce is multilingual. This potentially offers an exciting range of opportunities to involve the workforce in defining and strengthening the Council's multilingual offer. As noted by the Multilingual Manchester Project:

“Multilingual staff members can prove a valuable resource within any service. As well as being easily accessible, they bring an understanding of the specific service field, which external interpreters may not possess, and they may even have specific local knowledge.”

- 3.19 Building on recent activity to increase engagement with protected characteristic groups in the workforce through the refresh of the Equality, Diversity and Inclusion (EDI) Employee Networks, the EDI Team will engage with these groups to investigate multilingualism at work, the value that it brings to individuals, teams and the Council overall, and to consider how this can be promoted at work. This is an excellent opportunity to codesign a piece of work with multilingual employees that celebrates language diversity at work and adds a workforce dimension to the Council's 'multilingual offer'.

4.0 Celebrating our Diversity

4.1 The Council's equality objective of Celebrating Our Diversity states that:

“Manchester’s great strength is its diversity; we’ve achieved a lot for our different communities. We will maintain and build on with what we’ve achieved so far, going even further to celebrate Manchester’s diversity, telling people how this makes the city better for everyone.”

UNESCO City of Literature

4.2 In 2017, Manchester joined 27 other cities worldwide including Baghdad, Dublin, Barcelona, Prague, Melbourne, and Reykjavik to become a member of the United Nations Educational, Scientific and Cultural Organization (UNESCO) City of Literature network. A consortium including the City Council, the universities, Manchester Literature Festival and the city's writers, publishers and literary organisations formed to make this to happen.

4.3 The network membership recognises Manchester's proud and vibrant literary history, celebrating the City's many poets and authors. Importantly though, it also notes the vital role that the City's libraries play by sharing the City's substantial body of work, by hosting spoken word events to continue the literary legacy and by evolving their approaches and content to reflect an increasingly diverse range of literary contributions.

4.4 UNESCO City of Literature network member status provides an opportunity for Manchester to celebrate the City's language diversity as it is presented through the written and spoken word. Events, projects and activities are held throughout the year with the aim of getting more people, and an increasingly diverse range of people, reading, writing and enjoying literature. More information is available at: www.manchestercityofliterature.com

International Mother Language Day

4.5 On 21 February each year, Manchester celebrates International Mother Language Day. Hosted primarily in the City's libraries, International Mother Language Day events demonstrate pride in Manchester's language diversity and celebrates its origins. Events are run for communities that include family-friendly games, crafts and performances, panel discussions, workshops and a multilingual mushaira (a poetry symposium).

Made in Manchester Poem

4.6 Manchester has recently celebrated its linguistic diversity with the creation of the 'Made in Manchester' poem. Made in Manchester was conceived as a 'living poem', with contributions incorporating 64 different languages and written mostly by Manchester school children.

4.7 Local school children and community groups were invited over the course of a year to add new lines to a poem, 'Made in Manchester', written by local poet

Zahid Hussain. Uniquely though, the young people and others were asked to contribute lines written in their own heritage language, to highlight the cultural and linguistic diversity of the City.

- 4.8 The finished poem is on display in Manchester Central Library, where it is being shown for the next year alongside an English translation of it. The two versions of the poem will be displayed on two screens next to each other, that scroll in tandem through the poem.
- 4.9 A short film featuring an abridged version of the poem, read in their own languages by some of the young contributors, has also been made and is now available online after being premiered at the launch of the poem. The online version is available at: https://www.youtube.com/watch?v=_xyIJAYrEpY

5.0 Conclusion

- 5.1 As presented above, the Council has a range of well established approaches to ensure that language diversity is recognised and responded to, that language needs are met in the delivery of Council functions and that the opportunities afforded by multilingualism are celebrated. It is acknowledged though, that the Council does not articulate this responsiveness and celebration as a cohesive multilingual strategy or offer.
- 5.2 Officers across the relevant service areas and EDI Employee Networks, coordinated by the Equality, Diversity and Inclusion Team and working to the Executive Member for Skills, Culture and Leisure and Executive Member for Neighbourhoods, will continue to work to consolidate the Council's understanding of how language diversity affects and is supported by its services throughout the remainder of 2019-20. This work will aim to promote the organisation's existing 'multilingual offer' in the next financial year.
- 5.3 Following on from this, the existing offer will be assessed with consideration of how it can be strengthened. Pending the outcomes of this assessment, a plan for a strengthened multilingual offer will be produced in consultation with relevant Council service areas. Realising Manchester's multilingual potential is an objective that extends beyond the Council's remit alone, and the Council will consult with partners on the developing plan as applicable. Progress on this work will be shared with the Executive Member for Skills, Culture and Leisure and the Executive Member for Neighbourhoods on an ongoing basis, with an action plan for a strengthened offer being developed by September 2020.

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee - 5 September 2019

Subject: Our Manchester Voluntary and Community Sector grant programme update

Report of: Director of Policy, Performance and Reform

Summary

This report provides an update on the Our Manchester Voluntary and Community Sector fund and the ongoing programme of work being delivered by the Programme Team, Our Manchester Funds.

Recommendations

The Communities & Equalities Scrutiny Committee are asked to: Agree the recommendations as set out in the report

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Our Manchester Voluntary and Community Sector (OMVCS) work detailed supports the growth and sustainability of the VCS including its workforce, volunteering and relationships with business.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The OMVCS work and wider VCS in Manchester provides volunteering pathways into education, employment and training and develops local home grown talent (of residents) to make active contributions to city life and their communities.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The OMVCS work and wider VCS in Manchester work collaboratively with other key stakeholders to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people.
A liveable and low carbon city: a destination of choice to live, visit, work	The OMVCS work and wider VCS in Manchester and other partners reflect and celebrate diversity, engage communities and engender pride in the city.
A connected city: world class infrastructure and connectivity to drive growth	The OMVCS work provides information and support via a number of channels that helps to improve local connectivity between VCS organisations and the public and private sector

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Appendices:

April - Key facts for Members – Population Health Targeted Fund FINAL
June - Key facts for Members – Population Health Targeted Fund FINAL
Targeted Fund Eligible Groups 02.05.19
The North Inquiry Executive Summary

1. Introduction

- 1.1. The Council invests in the Voluntary and Community Sector (VCS) through a wide variety of contracts and grants including Housing Related Support, strategic grants to large arts organisations, grants to cultural organisations and small grants for sports and campaigning activity (Hate Crime Awareness, International Women's Day etc.) The total amount of Council funding to the VCS is estimated to be over £30m.
- 1.2. The Our Manchester Voluntary and Community Sector (OMVCS) fund, was developed in recognition of the role the VCS has in the city, investing £2,466,033 a year for 3 years (£7.4m in total) into 62¹ organisations. The programme went live in April 2018 after an almost 2 year co-design process that involved representatives of the VCS, Members and Council and Manchester Health and Care Commissioning (MHCC) officers.
- 1.3. An OMVCS Programme Board, chaired by Cllr Sue Murphy, Deputy Leader of the Council and consisting of representatives from MHCC, Young Manchester, Macc (infrastructure provider), Southway Housing and The Big Lottery, oversees the fund and the work of a centralised Programme Team. The team are responsible for the day to day management of the fund, the citywide VCS infrastructure contract and specific development pieces of work across the city.
- 1.4. The OMVCS fund is now in year 2 of its 3 year funding cycle. During the first year of the fund the Programme Team has continuously engaged with the organisations to establish positive working relationships, using the Our Manchester behaviours as an underpinning approach to the work. This has been supported by the development of a communications strategy (including twitter handle) and regular opportunities for the organisations to get involved in shaping the fund as a whole, which has been overwhelming positively received.
- 1.5. A key piece of work that the team have taken forward over the past year is the recommendations of the Members Task and Finish Group, established by this Committee following the awards of the funding - to look at how Members could be more involved in the process going forward. The group had the following objectives:
 1. To explore Members' issues with the process used for the first round of funding applications
 2. To identify and explore the issues VCS groups experienced.
 3. To recommend improvements to address these issues in future funding rounds. To include consideration of:
 - a) How local intelligence, including Ward Councillors' knowledge, could be incorporated into the process.
 - b) How information and decisions can be communicated to Members in a timely and appropriate way.

¹ There are now 63 organisations on the programme due to the withdrawal from the programme of one organisation which allowed 2 further organisations from the reserve list to be funded.

c) Any other mechanisms which could be built into the process to improve it.

- 1.6. The final report of the Members Task & Finish Group was circulated to this committee in January 2019. The recommendations that have been taken forward are described further down in this report in the Population Health Targeted Fund (point 2) and North Inquiry (point 3).
- 1.7. The OMVCS fund provides the ability to centrally extract and provide regular monitoring information, as well as case studies demonstrating some of the impact and outcomes being achieved by the organisations. Using monitoring data provided by the organisations across the first year Q2-Q4 (Q1 being a test period), some examples are:
- The reported OMVCS fund number of Manchester resident service users in 2018/19 was 113,068.
 - The reported number of volunteers supported by funded organisations was 6,013, equating to 208,176 volunteering hours.
- 1.8. In the first year organisations have also reported the following:
- ‘Over the past months Whalley Range Community Forum has received Buzz Community Champion Awards - and the Forum worker applied to the Greater Manchester Mayor’s Age-friendly Challenge. We were successful and now Whalley Range is officially recognised as one of 32 Greater Manchester Age-friendly Neighbourhoods of 2019.’
 - ‘It has allowed us to provide a development worker dedicated to Manchester. They have been able to review our current work and identify priorities for the future in line with the Manchester Family Poverty Strategy for example targeting north Manchester and school holiday provision’ - *Fareshare*
- 1.9. As part of the monitoring OMVCS funded organisations are asked what other funding they have successfully secured during the reporting period. The total amount in Year 1 was £3.96m. If you compare this to the amount invested by the fund (£2.4m) then for every £1 invested in the organisations, £1.65 was generated in additional income. Given that these figures represent 75% of 2018/19 data, the actual figures are likely to be higher. This further increases when the overall Council investment in the VCS, described in point 1.1 of this report, is taken into account.
- 1.10. An example that highlights the impact that this is having from an organisation perspective is from Moodswings, who reported the following – “The three years of funding have given us security and enabled us to plan ahead in terms of our service provision. We are currently building an extension to our building which will hold a community hub and café and house a training programme for people with mental health problems. ***We have sourced funding for this new project and our ability to do that has been helped massively by the fact***

that our current services are safely funded for three years. It is easier for us to apply for further funding from other funders because they know that with some longer term funding in place we are a sustainable organisation which is worth investing in.”

- 1.11. In addition the main OMVCS fund, the OMVCS Programme Board has overseen the development of a further 3 pieces of work over the past 15 months - The Population Health Targeted Fund and the North Inquiry, which are being covered in this report and the VCS infrastructure service contract which will be part of the update report scheduled for the committees meeting in October 2019.

2. The Population Health Targeted Fund

- 2.1. Manchester Health and Care Commissioning (MHCC) is investing £2.165m into the OMVCS fund for the delivery of the ‘Population Health Targeted Fund’. The targeted fund builds on the aim of the OMVCS fund, to support VCS organisations to carry out activities that make a valued contribution to meeting the outcomes of the Our Manchester Strategy. In particular, the targeted fund will focus on two priorities set out in the Manchester Population Health Plan 2018-2027.

- Improving outcomes in the first 1,000 days of a child’s life
- Creating an age friendly city that promotes good health and well-being for people in mid and later life

- 2.2. The priorities have been developed into two grant funding streams which have built on a business case and scenario planning process (for the age friendly priority) and a co-design process (for the first 1000 days priority) involving representatives from the VCS and other key stakeholders connected to this area of work. A consultation and engagement process covering both grant funds has been completed and to date has included:

- On-going dialogue between individual members of the Implementation Team and VCS organisations, Integrated Neighbourhood Leads (INTs), Health Development Coordinators (HDCs), Buzz workers and officers across the Council in Neighbourhood Teams.
- A comms sheet circulated to all of the organisations eligible to apply for the funds (OMVCS, Young Manchester (Youth & Play) and the Council’s Cultural Partnership Agreement) programmes; notifying them of the fund/grants.
- An information event held in April 2019, open to all of the organisations eligible to apply for the funds, providing more detailed information and an opportunity to raise questions.
- Circulation of the FAQs and additional information to VCS organisations across the city.

- Two key factsheets sent to all 96 local Councillors (April and June 2019), providing key information and facts about the fund/grants to date; with further communications to local Councillors planned to be issued at key stages throughout the process (See the Appendices for further details).
- Information fed into the North Inquiry Panel - separate piece of work being overseen by the OMVCS Programme Board to help to develop sustainable VCS organisations and infrastructure in the North of the city, detailed below in point 3 of the report.
- The OMVCS annual network event held in June 2019, provided an update on the targeted fund including co-design, scenario planning, forthcoming consultations and engagement opportunities.

2.3. Feedback from the consultation process is currently being reviewed and will be released in consultation reports in the coming months. This will be fed into the prospectus and application forms for the grants, with the launch of both grant funds scheduled for September/October 2019 and project delivery go live date of January/February 2020.

3. The North Inquiry

3.1. Work on strengthening the VCS in North Manchester has completed its first phase. An inquiry panel met over 6 sessions across February – June 2019 and a separate report documents the recommendations that emerged from this process that will be taken forward as part of the next phase.

3.2. The panel was made up of 18 members and represented:

- VCS organisations and groups operating in North Manchester
- Northwards Housing Association
- GP federation
- MHCC
- Manchester Local Care Organisation (MLCO)
- North Manchester General Hospital
- MCC including North Neighbourhoods Team

3.3. The panel was chaired by Anne Taylor, Strategic Lead for North Manchester (MCC) and co-chaired by Greig Lees, Head of Regeneration at Northwards Housing. The inquiry process was facilitated by Nigel Rose, Strategic Lead for Commissioning at Macc and supported by officers in the Programme Team (Our Manchester Funds).

3.4. Each session was independently facilitated by Macc and included time for input, gathering information, exploration of the issues and time for panel members to understand and share their own perspectives.

3.5. Each session identified contributors who could give evidence to move the discussion forward. These contributors were engaged in a variety of ways,

including being invited to attend sessions to share their experiences inquiry panel members going out and conducting interviews and reporting back to the panel or through requesting written submissions. Further contributors have been identified over the course of the inquiry who could help inform the development of the recommendations.

- 3.6. The inquiry panel approach was further supported by the views of residents and local Councillors. A resident survey was conducted to understand their experiences of the VCS in North Manchester and the motivations and barriers to volunteering, interviewing residents in Harpurhey and Charlestown. The panel included Councillor Shelley Lanchbury and all Councillors from across North Manchester were invited to give their views at various points in the development of the report, at two separate focus sessions and via email for those who could not attend.
- 3.7. The panel's recommendations were grouped into five themes - Organisational Development, People, Funding, Communications Information and Networking Long-term strategic approach. These areas of work will be taken forward into implementation by a working group supported by the Programme Team. Work is currently ongoing to establish this working group and the implementation phase is expected to begin in the autumn and report back in January 2020.
- 3.8. The Executive Summary from the report is included, however to request a copy of the full North Inquiry report please email omfunds@manchester.gov.uk.

4. Next steps

- 4.1. The OMVCS Programme Board have prioritised the following pieces of work over the coming months:
 - Delivery of the Population Health Targeted Health Fund - launch, application process, assessment, recommendations, sign off, communication, grant agreements and go live
 - North Inquiry - next phase, development of a locally owned working group to focusing on prioritising the recommendations and phases of delivery.
 - Development of approaches with Black, Asian and Minority Ethnic (BAME) VCS organisations and communities to be progressed
 - Development Fund work, with organisations given one year funding during 2019/20
 - OMVCS Year 1 report (annual report)

All of the areas of work above rely heavily on the Programme Team, who are leading and/or supporting this work on behalf of the OMVCS Programme Board.

5. Recommendations

- 5.1. The Communities and Equalities Scrutiny Committee are asked to note and comment on the contents of this report and the appendices.

Key Facts for Members

Our Manchester Voluntary & Community Sector Grant Programme

- Population Health Targeted Fund -

- [Manchester Health & Care Commissioning \(MHCC\)](#) are investing £2.165m into the Our Manchester Voluntary & Community Sector (OMVCS) grant programme for 2019 to 2021, for the delivery of the 'Population Health Targeted Fund'. The fund will focus on delivery of two of the Manchester Health and Care Commissioning (MHCC) priorities and objectives as set out in the Manchester Population Health Plan 2018-2027
 - Creating an age friendly city that promotes good health and well-being for people in mid and later life
 - Improving outcomes in the first 1,000 days of a child's life
- **Priority - Older People** - Funds are to be targeted specifically to support work with older people and through specific techniques of volunteering and peer support. The focus is on enhancing individuals' capabilities to provide advice, information and support and to organise activities around health and wellbeing in their own and other communities. Individuals are to be drawn from the community they work in and receive some training and support to undertake health promotion, early intervention and sometimes care in the community. Peer support involves providing positive social support and helping buffer against stressors

Grant funding available £1,061,332

- **Priority - First 1,000 days of a child's life**
 1. Reducing the rate of infant deaths
 2. Reducing the rate of mothers smoking in pregnancy
 3. Reducing the proportion of low birth weight term babies
 4. Increase rates of breastfeeding
 5. Reducing the number of children (0-4) admitted to hospital with dental decay
 6. Increasing the proportion of children who are ready for school

Grant funding available c£1.1m

The details around 'Improving outcomes in the first 1,000 days of a child's life' will be co-designed with the sector and key stakeholders. The co-design and focus of the Age Friendly priority has already been delivered and will be communicated in more detail in the near future, including the breakdown and allocation of the funds across the city. The aim is to have this new funding round up and running from October 2019.

Whilst much of the details will be co-designed, there are some 'givens' that we already know.

The Givens:

- Only organisations that are already funded (and have been through the due diligence) in the following funds can apply:
 - OMVCS (General Fund)
 - Young Manchester (Youth & Play Fund)
 - Cultural partnership (Grant Agreements).
- There will be a strong emphasis in the fund on working with VCS organisations not already funded by the current programmes - I.e. working in partnership with a funded group
- A focus of the funding will be to increase the level of funding for voluntary sector organisations working in North Manchester
- A focus of the funding will be to increase the amount of funding that goes to services for Black, Asian and Minority Ethnic (BAME) communities and to BAME organisations. This is being included as a result of previous Equality Impact Assessments.
- All organisations that receive any funding must be VCS organisations already delivering services to people that live in Manchester.
- Due Diligence will be carried out on Partnerships.

An Information event is to be held on **Monday 15 April, 2019, 10am to 12.00pm in the Lecture Room, Manchester Art Gallery, Mosley Street, Manchester, M3 3JL** where groups interested in applying for funding will be able to find out more details and ask questions.

Key Facts for Members – Fact Sheet 2

Our Manchester Voluntary & Community Sector Grant Programme

- Population Health Targeted Fund –

This is the 2nd fact sheet for Members on the Population Health Targeted Fund, following on from the 1st fact sheet issued in April 2019.

All of the details within the previous fact sheet remain unchanged. This fact sheet is about the about the consultation that is being undertaken over the coming weeks to help shape the fund before it is launched.

The Population Health Targeted Funds is specifically for 2 priorities - Older People and First 1,000 Days of a Child's Life.

Due to overwhelming feedback and the work to develop the fund to date, the launch/application process for this new fund will now not take place until the autumn 2019!

We are consulting on the grant funding proposals for both priorities and specifically want views on the aims, priorities, objectives, funding proposal, application process and requirements.

Key messages and information in the consultations

Older People Fund

- This is part of an overall approach to increasing the level of community support for older people, working toward having a consistent approach in every area and every diverse community of Manchester. We know that the present levels vary greatly dependent on geography and that there are increasing numbers older people from Black, Asian and Minority Ethnic (BAME) communities living in Manchester but that this increase has not been matched by an equal increase in support.
- The primary aim is to increase the health and wellbeing of older people in every one of the 12 neighbourhoods (integrated neighbourhood areas).
- The neighbourhood funding allocations are already set so we are proposing how we can best deliver coverage across the city, building up partnership working.
- We are proposing to have a two stage process - Expression of Interest (EOI) followed by a full application.
- The EOI's will be used to identify whether there are any gaps in provision across the 12 Neighbourhoods and shared publicly with organisations and Members.
- Where gaps are identified will look to identify whether there are any eligible groups and partners within those neighbourhoods who we can work with to develop a bid.

First 1,000 Days Fund

- The core guiding principle for this grant is that the emotional bond and attachment between a child and their mother and wider family is critical to their long-term future.
- The primary aim of the fund is improve the health and wellbeing of children in their first 1000 days life as it is crucial to their longer-term health and wellbeing.
- The approach to this work is about building on strengths and what is working well, using the support of local people, groups, buildings and spaces that women and families connect to and feel confident in and around.
- Focus on both BAME communities and women and families living in north Manchester and the level of funding for both these groups built into fund.
- Three levels of funding being proposed to offer different opportunities for groups to work together locally and across the city.
- This will be a one stage application process

Requirements across both funds:

- Only eligible groups – OMVCS (General Fund), Young Manchester (Youth and Play) and the Councils Cultural Partnership Agreement programmes, can apply due to the co-design of these programmes and having already gone through similar due diligence processes (please see attached eligible list of groups).
- Groups not funded through the above funding programmes cannot apply directly but can be part of a number of partnership applications – some of these conversations are already taking place, with more to follow!
- Partnerships should involve the lead partner plus a maximum of 2 other groups (in terms of funds being passed on to groups).
- Lead groups will need to pass on significant amount of funding to partner groups.
- Due diligence will be undertaken on the partnership to ensure that this relationship is working

As part of the consultation process the following will take place:

- A central event will be held for each funding priority which will be open to all interested organisations and stakeholders – dates for the consultation events are as follows:

- **Older People Fund – Thursday 18 July 2019, 10.00am to 12.00pm in Seminar Room 3/4, King's House Conference Centre, King's Church, Sidney Street, Manchester. M1 7HB**
- **First 1000 Day's Fund - Thursday 25 July 2019, 10.00am to 12.00pm in the Lecture Room, Manchester Art Gallery, Mosley Street, Manchester, M3 3JL**
- On-line surveys will be advertised on Manchester Health and Care Commissioning (MHCC) website <https://www.mhcc.nhs.uk/news> and circulated via other communication channels such as the OMVCS mailing list and Macc (VCS infrastructure support service for the city) platform - www.manchestercommunitycentral.org
- In addition to this we will be utilising local forums such as Community Explorers and the Age Friendly Networks and are continuing to have local conversations with Integrated Neighbourhood Leads, Health Development Coordinators, Buzz workers, utilising local groups, forums and communication channels to promote this work.
- A survey on the Older People's Fund is now available via this link <https://surveys.manchester.gov.uk/s/copf2019/> and is open until **Friday 26th July 2019**.
- The survey on the First 1000 days Fund will follow shortly.

We welcome your help and support to promote this fund, to encourage organisations in your ward to take part in the consultation and work together and also welcome your views as part of the consultation process.

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Our Manchester VCS Funded Group

Name of Organisation	Funding Programme
4CT Limited	Our Manchester VCS & Young Manchester
African Caribbean Care Group	Our Manchester VCS
African Caribbean Mental Health Services	Our Manchester VCS
Age Concern Manchester (Trading as Age UK Manchester)	Our Manchester VCS
ALL ARTS & MEDIA trading as ALL FM	Our Manchester VCS
Alzheimer's Society	Our Manchester VCS
Assist Neighbourhood Care	Our Manchester VCS
Back on Track	Our Manchester VCS
Barlow Moor Community Association Limited	Our Manchester VCS & Young Manchester
Benchill Community Centre	Our Manchester VCS
Burnage Good Neighbours	Our Manchester VCS
Cartias Diocese of Salford	Our Manchester VCS
Cheetham Hill Advice Centre	Our Manchester VCS
Chorlton Good Neighbours (CGN)	Our Manchester VCS
Coffee4Craig	Our Manchester VCS
Connect Support Limited	Our Manchester VCS
Didsbury Good Neighbours	Our Manchester VCS
EMERGE (FareShare Greater Manchester)	Our Manchester VCS
Fallowfield Library & Community Resource Centre (The Place at Platt Lane)	Our Manchester VCS
Friends of Burnage Library	Our Manchester VCS
Gaydio CIC	Our Manchester VCS
George House Trust	Our Manchester VCS
Greater Manchester Coalition of Disabled People	Our Manchester VCS
Healthy Me Healthy Communities Ltd	Our Manchester VCS
Higher Blackley Community Organisation	Our Manchester VCS
Hulme Community Garden Centre	Our Manchester VCS
Justlife Foundation	Our Manchester VCS
Levenshulme Inspire	Our Manchester VCS
LGBT Foundation Ltd	Our Manchester VCS
Manchester Action on Street Health	Our Manchester VCS
Manchester Bangladeshi Women's Organisation	Our Manchester VCS
Manchester Carers Centre	Our Manchester VCS
Manchester Carers Forum	Our Manchester VCS
Manchester Deaf Centre	Our Manchester VCS & Young Manchester
Manchester Mind	Our Manchester VCS
Manchester Rape Crisis	Our Manchester VCS
Manchester Refugee Support Network	Our Manchester VCS
Manchester Settlement	Our Manchester VCS & Young Manchester
Medical Foundation for the Care of Victims of Torture (Freedom from Torture)	Our Manchester VCS
Moodswings	Our Manchester VCS
Nephra Good Neighbours	Our Manchester VCS
North Manchester Black Health Forum	Our Manchester VCS
Northmoor Community Association	Our Manchester VCS
People First Housing Association	Our Manchester VCS
Rainbow Haven	Our Manchester VCS
Saheli	Our Manchester VCS
Stroke Association	Our Manchester VCS
St Georges Community Association	Our Manchester VCS
Talbot House Support Centre	Our Manchester VCS
The Albert Kennedy Trust	Our Manchester VCS
The Manchester Men's Room	Our Manchester VCS & Culture Partnership Agreement
The Proud Trust	Our Manchester VCS & Young Manchester
The Tree of Life Centre Wythenshawe	Our Manchester VCS
TLC-St Lukes	Our Manchester VCS
TOGETHER DEMENTIA SUPPORT CIC	Our Manchester VCS
Trinity House Community Resource Centre	Our Manchester VCS
Turkey Lane & Monsall Neighbourhood Centre	Our Manchester VCS
Venture Arts	Our Manchester VCS, Culture Partnership Agreement & Young Manchester
Wai Yin Society	Our Manchester VCS & Young Manchester
Whalley Range Community Forum	Our Manchester VCS
Whitemoss Club for Young People	Our Manchester VCS
Women in Prison	Our Manchester VCS
Wythenshawe Good Neighbours / Captain J R Greenhalgh Legacy CIC	Our Manchester VCS

Culture Partnership Agreement

Name of Organisation	Funding Programme
Brighter Sound	Culture Partnership Agreement
Castlefield Gallery	Culture Partnership Agreement
Community Arts North West	Culture Partnership Agreement
Company Chameleon	Culture Partnership Agreement
Contact	Culture Partnership Agreement & Young Manchester
Manchester Camerata	Culture Partnership Agreement
Manchester Craft & Design	Culture Partnership Agreement
Manchester Histories	Culture Partnership Agreement
Manchester Jewish Museum	Culture Partnership Agreement
Quarantine	Culture Partnership Agreement
Reform Radio CIC	Culture Partnership Agreement
Streetwise Opera	Culture Partnership Agreement
The Edge	Culture Partnership Agreement

Young Manchester

Name of Organisation	Funding Programme
42nd Street	Young Manchester
A6	Young Manchester
Active Communitis Network	Young Manchester
Anson Cabin	Young Manchester
Childrens Literacy Charity	Young Manchester
City in the Community	Young Manchester
Community Arts Northwest	Young Manchester
Community on Solid Ground	Young Manchester
Diane Modahl Sports Foundation	Young Manchester
East Manchester Community Games	Young Manchester
Eastlands Trust	Young Manchester
Families Against Violence	Young Manchester
Greater Manchester Youth Network	Young Manchester
Groundwork MSSTT	Young Manchester
Home	Young Manchester
Ladybarn	Young Manchester
LCF	Young Manchester
Levenshulme Youth Project	Young Manchester
M13 Youth Project	Young Manchester
MAD Theatre	Young Manchester
Manchester United Foundation	Young Manchester
Manchester Young Lives	Young Manchester
Manchester Youth Zone	Young Manchester
Mancunian Way	Young Manchester
MEEN	Young Manchester
Music stuff	Young Manchester
Muzik Movez	Young Manchester
N Gage	Young Manchester
Nacro	Young Manchester
Odd Arts	Young Manchester
Old Moat	Young Manchester
OMYOP Unity	Young Manchester
One Manchester	Young Manchester
Power2	Young Manchester
Projekts MCR	Young Manchester
Safe Gorton	Young Manchester
Street League	Young Manchester
Trinity House	Young Manchester
Uprising	Young Manchester
WAC	Young Manchester
Water Activity Centre	Young Manchester
Whalley Range Youth Alliance	Young Manchester
Womens Aid	Young Manchester
Wythenshawe Community Housing Group	Young Manchester
Wythenshawe Community Initiative	Young Manchester
Wythenshawe Forum Trust	Young Manchester
YPAC	Young Manchester

How to develop a stronger, more vibrant and thriving voluntary and community sector in North Manchester.

This summary is taken from a larger report. If you would like a copy of this report please email omfunds@manchester.gov.uk.

Executive Summary

In response to a gap analysis produced to look at take-up of the Our Manchester Voluntary and Community Sector (OMVCS) Grants Programme across Manchester, an inquiry panel was formed in February 2019 to consider how to develop a stronger, more vibrant and thriving voluntary and community sector in North Manchester.

The panel was recruited from across multiple voluntary and partner organisations and met over five months to understand the issues from those affected by them, to consider evidence and to use this information to discuss and make recommendations.

The panel concluded that there are many very good voluntary, community, social enterprise and faith sector (VCSEF) organisations working in North Manchester. However the sector is not as consistently well developed as it is in Central and South Manchester. It has historically been underfunded and North Manchester's VCSEF is fragile in many areas as a result. Competition for grants, complex grant processes, a lack of information, a resistance to support in some areas and limited success in attracting and retaining talent compound this fragility.

3.1 The Recommendations

The panel agreed that a long term approach was required and proposes the following recommendations grouped under five themes to develop a stronger, more vibrant and thriving voluntary and community sector in North Manchester. The recommendations have emerged from evidence presented to the panel and incorporate principles arrived at through the inquiry panel process. They are not listed in a particular order of priority as the panel's view is that all are important in developing the North's VCSEF sector.

These recommendations should be further developed into a business case to be presented to the OMVCS Programme Board and used as a basis for investment over a minimum period of 3-5 years.

More detail on each recommendation can be found in Section 7.

Theme 1: Organisational Development

This theme is about providing improved access to various forms of support that are better suited to the diversity of organisations in North Manchester, with the ultimate aim of enabling organisations and individuals to sustain the benefit they provide to the local community over the long term. This support needs to take a variety of forms and take-up should not be insisted upon as a requirement for funding. Organisational development is not just about structural processes and procedures but about supporting and investing in committed individuals to improve their skills and build on their experiences.

Recommendations in this theme are about building the capacity of larger organisations to support others, to make available a variety of training opportunities in North Manchester, to encourage basic quality standards and encourage larger and national organisations to deliver meaningful and relevant work in North Manchester.

Theme 2: People

In addition to growing the skills of the VCSEF workforce in North Manchester, it is important to grow the workforce numerically by focusing effort and resource on the recruitment and retention of local people. The aim of this theme is to create a steady flow of interested, engaged people looking for and seizing local opportunities. This benefits not only the sector, but also the confidence levels and skillset of local people.

Recommendations in this theme are about enabling VCSEF organisations to run their own recruitment and retention activities, to improve the links with partner organisations in terms of sourcing volunteers, and proactively engaging young people to get involved.

Theme 3: Funding

There needs to be more funding and investment opportunities available to North Manchester, of a greater breadth and variety to enable a more diverse group of local VCSEF organisations to successfully apply and ensure that a greater level of investment reaches local communities.

Recommendations in this theme propose a number of funding initiatives that support groups to increase their skills in applying for further funding, provide alternative methods of applying for funding, encourage groups to collaborate on funding bids, encourage very large and national funders to focus investment in North Manchester and to encourage funding of activities that promote local pride.

Theme 4: Communications, Information and Networking

This theme is about ensuring that there is a coherent, strategic approach to the distribution of information in North Manchester that helps bring together groups, organisations and partners, builds local pride, engages local people, fosters an environment of understanding and collaboration across groups and connects strategic partners.

Recommendations in this theme are about bringing together and distributing information about organisations and their activities, establishing annual celebration and networking events, making better use of existing forums and networks, sharing the outcomes of the inquiry and to strengthen VCSEF awareness in the councillor induction process.

Theme 5: Long-Term Strategic Approach

To truly strengthen the VCSEF in North Manchester requires a long term approach and any set of recommendations must be built on this view. To be successful, a long term approach will require championing, as well as collaboration with partners in shaping an overall strategic approach and monitoring progress.

Recommendations focus on setting up a North VCSEF Steering Group supported by the OMVCS Programme team as well as identifying champions in other areas to support the work.

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