



## **Communities and Equalities Scrutiny Committee**

Date: Thursday, 11 October 2018

Time: 10.00 am

Venue: Council Chamber - Manchester City Council

Everyone is welcome to attend this committee meeting.

There will be a private meeting for members of the Committee at 9:30 am in Committee Room 6, Room 2006, Level 2 of the Town Hall Extension.

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## **Membership of the Communities and Equalities Scrutiny Committee**

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**Councillors** - Hacking (Chair), Andrews, Cooley, Collins, M Dar, Evans, Fletcher-Hackwood, Kirkpatrick, Rawlins and Rawson

## Agenda

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- 1. Urgent Business** Pages  
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals** Pages  
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests** Pages  
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** Pages  
7 - 10  
To approve as a correct record the minutes of the meeting held on 6 September 2018.
- 5. Community Asset Transfers** Pages  
11 - 14  
Report of the Strategic Director (Development), Head of Corporate Estates and Facilities, Strategic Lead - Parks, Leisure & Events, Strategic Lead - Neighbourhoods (South) and Community Asset Transfer Manager

This report provides information on the Community Asset Transfer (CAT) activity during 2017/18, provides a background to the scheme and the process for progressing a CAT, and the support that is provided to groups by the Council. It also provides case studies on community groups that have successfully progressed a CAT and those that haven't been successful. It also provides a full list of organisations that have completed the CAT process and information on the transfer.
- 6. [Withdrawn] Strategic Plan for Events** Pages  
This item of business has been withdrawn from the agenda of this meeting and will be considered at a future meeting.
- 7. Widening Access and Participation Update** Pages  
15 - 34  
Report of the Chief Operating Officer (Neighbourhoods)

This report updates members on Widening Access to Culture and

Leisure and on Leisure's approach to 'poverty proofing'.

- 8. Cultural Ambition** Pages  
Report of the Deputy Chief Executive 35 - 44

This report provides an overview of work undertaken to develop and deliver the Cultural Ambition.

- 9. Manchester International Festival** Pages  
Report of the Deputy Chief Executive 45 - 56

This report provides a picture of work carried out by Manchester International Festival (MIF) to widen participation since the last Festival in July 2017.

- 10. Volunteering and Timebanking Update** Pages  
Report of the Chief Operating Officer (Neighbourhoods) 57 - 66

This report provides a brief update on progress and the ongoing work programme since the previous report presented to the Committee in December 2017. It also includes an overview of the work that is underway on identifying and working with community based assets (people, buildings, spaces) to reiterate the neighbourhood focus.

- 11. Improving Life Chances - Generations Together** Pages  
Report of the Deputy Chief Executive 67 - 78

This report highlights the Council's commitment to Improving Life Chances for all Manchester communities, one of its strategic equality objectives. This commitment is provided as context to specific activity which has taken place and is planned around the intergenerational agenda, using the agreed Generations Together Manifesto as a basis for action.

- 12. Overview Report** Pages  
Report of the Governance and Scrutiny Support Unit 79 - 90

This report provides members with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

## Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Our Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Communities and Equalities Scrutiny Committee examines the work of the Council and its partners relating to reducing levels of crime, community cohesion, older people and equality and inclusion.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

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## Further Information

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This agenda was issued on **Wednesday, 3 October 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 6, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA



## Communities and Equalities Scrutiny Committee

### Minutes of the meeting held on Thursday, 6 September 2018

**Present:**

Councillor Hacking (Chair) – in the Chair  
Councillors M Dar, Fletcher-Hackwood, Rawlins and Rawson

**Also present:**

Councillors S Murphy - Deputy Leader

Michaela Turner - Designated Safeguarding Lead, Abraham Moss School  
DCI Rebecca Boyce - Greater Manchester Police

**Apologies:** Councillor Andrews, Cooley, Evans and Kirkpatrick

**CESC/18/34 Minutes****Decisions**

1. To approve the minutes of the meeting held on 19 July 2018 as a correct record.
2. To note the minutes of the Our Manchester Voluntary and Community Sector Fund Task and Finish Group meeting held 12 July 2018.

**CESC/18/35 Domestic Violence and Abuse - Update**

The Committee received a report of the Chief Operating Officer (Neighbourhoods) which provided Members with a progress update on the implementation of the Domestic Violence and Abuse Strategy 2016 – 2020.

Officers referred to the main points and themes within the report, which included:

- Providing a background to the report following the ‘Delivering Differently – Manchester’s Domestic Violence and Abuse Strategy’ that was launched on the 17 June 2016;
- A description of achievements and developments over the previous twelve months, including initiatives that focused on the impact of domestic violence and abuse on children and young people;
- A description of the activities undertaken with a range of partners around the five work streams of: preventing abuse; managing safety; supporting people to seek help; adapting delivery models in response to changing needs and demands; training and developing the workforce;
- The impact of domestic abuse on children and young people;
- Funding and commissioning arrangements; and
- Information on the conduct of domestic homicide reviews.

Some of the key points that arose from the Committee's discussions were:

- What training had been provided to staff working in schools in relation to Operation Encompass;
- How did Operation Encompass support those children not in mainstream education;
- Members commented that the report lacked any figures in the report and asked how many referrals had been made as a result of Operation Encompass;
- What work was being done through schools to promote healthy relationships;
- What activities were being undertaken to address coercive behaviours, such as financial and emotional abuse and what support was provided for children who were affected by this;
- Further information on Domestic Homicide Reviews was sought;
- What organisations were involved with the Domestic Violence Forum and how did this work fit in with the Greater Manchester Mayor's Policing and Crime Plan;
- Further information was sought on the Bridging to Change programme, designed to address perpetrators' behaviour;
- What work was being done to tackle Female Genital Mutilation (FGM) and so-called 'Honour Based' Violence; and
- How were the outcomes and success of these interventions and actions measured?

The Domestic Violence Manager informed the Committee that the Domestic Violence and Abuse Strategy had been co-produced with a range of partners, including the Voluntary and Community Sector, and the Domestic Violence Forum, chaired by the Deputy Leader which comprised of 34 members, including statutory organisations, Greater Manchester Police (GMP), the Probation Service, Health partners and the Voluntary and Community Sector. She said that the Domestic Violence Forum was collectively responsible for delivering the strategy and they had an agreed action plan.

DCI Boyce informed the Committee that Operation Encompass provided an overnight referral to the relevant school to notify them if a child had been present when police had attended an incident of domestic violence. This overnight referral made it possible for schools to provide the most appropriate pastoral care to the child. She said that training had been delivered to GMP staff and this continued to be refreshed to ensure good and consistent practice and recording was embedded. She said that it was planned that this be rolled out across Greater Manchester. She further informed the Committee that each school had been provided with guidance regarding Operation Encompass; however, it was recognised that each school had its own arrangements to deliver pastoral care to their pupils so the guidance was not prescriptive. In response to a request for the number of referrals made, the Committee was advised that this would be circulated. The Committee was informed that the scheme operated across all wards and across borders for those children attending schools in other Authorities.

DCI Boyce informed the Committee that Operation Encompass included referrals to non-mainstream places of education, for example Pupil Referral Units, and if a child



attended an early years provision, such as a nursery, the Manchester Safeguarding Unit would be advised of the referral so that appropriate action could be taken. Michaela Turner said that her school did become aware of children affected by coercive forms of abuse within a family that would not necessarily result in GMP attending a property and making a referral. She said this information was usually obtained through informal interactions with family members. She said the school would still respond appropriately to the child concerned. She said that the school also promoted and raised awareness around the subject of healthy relationships via a range of activities within the school.

In response to the question regarding training of front line staff, the Community Safety Lead said this training was available to all staff of partner organisations, including the voluntary sector. She said that the training was regularly reviewed. In addition she said that there were regular campaigns to raise awareness of the issue of domestic violence. In response to the comment made regarding the measuring of outcomes, the Community Safety Lead said this was being reviewed to effectively measure the impact of these activities.

In response to the discussion around the issue of coercive behaviour and abuse, the Domestic Violence Manager said that it was recognised as a form of abuse and work was underway to tackle this. She reported that training had been delivered to staff working in banks to help them identify signs of financial control and abuse. She informed Members that work was being developed with the Work and Skills Team and with CityCo so that other employers and staff could receive this training. Members welcomed this stating that Credit Unions should be encouraged to take up the offer of this training.

The Deputy Leader said that coercive abuse was recognised in the definition of domestic violence and was punishable in law. She said that there had been a number of successful prosecutions in Manchester and nationally a prosecution had been secured by agencies rather than the victim.

The Domestic Violence Manager reported that the Bridging to Change programme was a voluntary programme designed for perpetrators to address their patterns of behaviour. She explained that initially the course addressed this with the individual prior to group sessions. She said that following completion of the course victims were supported for the following six months to ensure there were no reoffending. She advised that perpetrators could also attend follow up sessions.

The Domestic Violence Manager reported that the Safe and Together Project was designed to hold perpetrators to account and influence behaviour change. She said the emphasis was on early help and preventative work.

The Community Safety Lead said that the Greater Manchester (GM) Strategy sought to work across borders and Manchester contributed to the GM Forum. She advised that this allowed for the development and sharing of good practice to address the issue of domestic violence.

The Community Safety Lead explained that Domestic Homicide Reviews were introduced in 2011. She said that the purpose of these was to identify lessons learnt.

She said reviews were chaired by an independent person and involved all of the agencies that were engaged with the family concerned. The findings of a review were reported to the Community Safety Partnership and then the Home Office. The lessons learnt were then shared with the relevant Safeguarding Board.

In response to the discussions around FGM and So-called 'Honour Based Violence' the Domestic Violence Manager said there were projects specifically to work with families at risk of FGM and young people and adults affected by FGM. She reported that there was a grant specifically to fund and develop peer mentors in communities across the city to engage with communities around this issue. She said that support for south Asian women was provided citywide by Saheli Asian Women's Project and that there was a dedicated help line.

### **Decision**

To note the report and request that an update report be submitted for consideration in approximately 18 months' time.

### **CESEC/18/36 Overview Report**

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained a list of key decisions yet to be taken within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

### **Decision**

To note the report and agree the work programme.

## Macc Report on Community Asset Transfer

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Community Asset Transfer

**Report of:** Martin Preston, Deputy Chief Executive, Macc  
Sarah Whitelegg, Capacity Building Manager, Macc

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### Summary

- This paper provides the Scrutiny Committee with information on the Community Asset Transfer support and engagement process with reference to Macc's learning.
  - The paper also provides initial recommendations for improving and supporting Community Asset Transfer in the City of Manchester and with reference to good practice in other parts of the country.
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Background documents (available for public inspection)

Manchester City Council Report for Resolution/Information

Bradford City Council: Community Asset Transfer <https://bit.ly/2NyZYvQ>

Bradford Council: Register of Community Asset Transfers <https://bit.ly/2PoDIXg>

Macc's guide to Community Asset Transfer <https://bit.ly/2x4cHR4>

Manchester Community Assets Pilot (MCAP) Report (available on request)

## Observations:

The ensuing observations are put forward from:

- Macc's experience of working closely with the Community Asset Transfer Manager at Manchester City Council
- Macc's experience of supporting groups with Community Asset Transfer
- Macc's experience of delivering Community Asset Transfer training and learning from the Manchester Community Assets Pilot (MCAP) Partnership work
- Initial analysis of approaches to Community Asset Transfer adopted elsewhere in the UK and most notably in Bradford

1.0 Both the Estates Team and Macc are inundated with requests from groups to find an asset for transfer or as a request for a particular asset. It is difficult to field the high number of requests within the current process and to manage expectations of groups.

2.0 Many groups who make requests for an asset transfer are not ready to manage an asset and usually require considerable capacity building support.

3.0 Stronger groups that are closer to readiness for successful asset transfer still require capacity building support to get through the process.

4.0 The Community Asset Transfer process is set out in the paper Manchester City Council Report for Resolution/Information along with Macc's support offer. These processes help to manage the approach to Community Asset Transfer but there is room for improvement which would help to manage the demand, improve the support process and the application process and provide a better experience for the groups.

5.0 Asset transfers arise as follows: a group requests a particular asset or a group requests any asset that meets their stated requirements.

6.0 Groups have to contact the Community Asset Transfer Manager to ascertain what assets are available which increases workload.

7.0 However, experience of the ensuing process can vary considerably due to a number of factors: how long the asset has been and will remain available for transfer; how much interest there is in the asset from community groups; whether other parts of the Council have intentions for an asset/needs that have to be met by that asset; whether realistic costs are available for the asset; finding funding to meet some of the outlay costs that are necessary in ascertaining viability of an asset transfer.

8.0 For most assets, availability is not predetermined publicly and is subject to whether groups are already engaged in support from Macc and/or the Community Asset Manager. Where more than one group is interested in an asset, there is encouragement for groups to work together rather than in competition.

9.0 For some assets, details of the asset are published and a timescale is set for groups to express an interest. This is referred to as an 'open process' and

effectively, all groups expressing an interest have the same amount of time to prepare their business plan and register their interest.

- 10.0 Once interest has been expressed in an asset and a business plan submitted and accepted, lease negotiations begin. This can vary from short-term leases to actual asset transfer. Full repair and insuring terms mean that groups must be able to cover the costs of repair, maintenance and any alterations to the asset. In order to secure funding for works of this nature, capital funders stipulate that groups must have a minimum lease of 25 years. In effect, a group needs a minimum of a 26/27 year lease as by the time the funding bid is submitted, processed and if successful, awarded, a 25 year lease is diminished and only 23-24 years remain.

## **Recommendations**

- 11.0 Having one single entry point for groups interested in asset transfer would help manage the demand and filter out groups who are not ready or not suitable for asset transfer. The first and only point of entry in Bradford for Community Asset Transfer is through Bradford City Council's Community Asset Transfer Team which health checks the groups and if eligible, refers them to infrastructure support for help to create a business plan. In Manchester, point of entry could either be the City Council or the local infrastructure support organisation for the City (currently Macc).
- 12.0 Increasing the number of open processes for asset transfer would be beneficial: it would help to manage the demand from groups; help to inform the decision making process; help to create a fairer process for groups applying and could be better aligned with other strategies and policies.
- 13.0 Longer leases for asset transfer, with a minimum of 30 years would be helpful where a group is assessed successfully as being ready and able for asset transfer. This does not erase the need or suitability of short term leases in some cases. Bradford City Council offers leases of up to 100 years.
- 14.0 An updateable, published list of available assets may assist the transparency of the asset transfer process in Manchester and assist in managing the number of enquiries made and the transparency of Community Asset Transfer.
- 15.0 There is a strong and valuable training offer in place in Manchester and bespoke one-to-one support. This could be complemented and supported by a clearer Community Asset Transfer process and better resources.
- 16.0 The Community Asset Transfer training programme would benefit from regular, secured funding to enable quicker responses to the need in Manchester and in order to ensure groups are well supported and informed with regard to undertaking Community Asset Transfer.
- 17.0 There would be considerable benefit to Manchester City Council exploring other good practice currently in operation in other parts of the country, e.g. Bradford.

- 18.0 Macc recently visited Bradford City Council (BCC) and met their CAT team; CBAD (the equivalent infrastructure support organisation in Bradford) and Locality. Bradford's approach is similar to Wigan's and contains some really useful learning. There would be great benefit in having a wider conversation between Macc, Manchester City Council and Bradford City Council's CAT Team.
- 19.0 BCC have invested quite significantly (both in terms of capacity and resources) in their efforts to ensure that CAT is as successful as it can be. There is a strong and successful partnership approach to CAT between the council and the infrastructure support which includes the imminent transfer of five town hall premises into community ownership. The Community Asset Transfer legal team are currently assessing these and all are close to CAT completion.
- 20.0 Bradford City Council has a dedicated Community Asset Transfer team of three surveyors and a programme co-ordinator. The team has plans to recruit a fourth surveyor as soon as possible. The Council has invested resources into this team and also provides additional Community Asset Transfer specific funding for groups to cover costs such as legal fees and basic building repairs. This funding overcomes the hurdle many groups face in finding funds to carry out condition reports, feasibility studies, etc.
- 21.0 Bradford does not yet have a comprehensive training programme in place for asset transfer (and is interested in learning from Manchester's example). However, Bradford does offer Community Asset Transfer information and learning events through a partnership approach of the Council and the local infrastructure support.
- 22.0 Cllr Alex Ross-Shaw, Portfolio Holder for Regeneration, Planning and Transport at Bradford City Council, has expressed a sincere interest in connecting with his relevant counterpart/s in Manchester to share some of Bradford's experiences and learning on CAT and Bradford City Council have also kindly offered Manchester three tickets for their upcoming CAT learning and information event on 30<sup>th</sup> October (5.00-7.00pm) for a member of Macc, a member of the Estates Team and an Exec Member of Manchester City Council to attend.

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Widening Access and Participation, Leisure, Libraries, Galleries and Culture - Update

**Report of:** Chief Operating Officer - Neighbourhoods

### Summary

This report updates members on Widening Access to Culture and Leisure. The purpose of the Widening Access work is to understand resident engagement in services provided by Leisure, Libraries, Galleries and Culture and to explore routes to increase participation among groups or communities that may be less engaged.

This report also provides information about how leisure's approach to 'poverty proofing', as requested by the Committee.

### Recommendation

That members of the committee consider and provide comment on the content of the report.

**Wards Affected:** All

### Alignment to the Our Manchester Strategy Outcomes (if applicable)

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Increased participation and footfall contributes to the economy of the city whilst new programmes which attract new audiences within the cultural and leisure portfolio which can encourage new investment and funding in the city which will lead to an enhanced and expanded offer for our residents.
A highly skilled city: world class and home grown talent sustaining the city's economic success	A number of the programmes delivered across the culture and leisure portfolio upskill our residents with hard and soft skills including confidence and resilience. Our programmes also encourage residents to consider careers in the creative and industries and also business start up support from Business and Intellectual Centre at Central Library.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The purpose of the Widening Access work is to understand resident engagement in services provided by Leisure, Libraries, Galleries and Culture and to explore routes to increase participation among diverse groups or communities that may be less engaged at the moment. The report recognises that engagement in leisure, library and cultural activities supports health & wellbeing, motivation and education outcomes which help unlock and grow people and communities potential.
A liveable and low carbon city: a destination of choice to live, visit, work	This report describes work towards ensuring that access to a varied cultural, leisure, recreational and library offer is improved and recognises the impact that can have in supporting community wellbeing, active citizenship and vibrant neighbourhoods.
A connected city: world class infrastructure and connectivity to drive growth	Access to the Internet through community venues such as our 22 libraries gives our residents to free access to wifi thus enabling connectivity for those who may not have access at home - digital programmes in our libraries showcase the benefits of connectivity and upskill our residents to face an ever changing digital world.

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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.

Report to Community and Equalities Scrutiny Committee - 12 October 2017



## 1.0 Introduction

1.1 Access to a varied cultural, leisure, recreational and library offer is vital to supporting community wellbeing, active citizenship and vibrant neighbourhoods. Manchester achieves this through a portfolio of city wide, high quality facilities and a rich calendar of programming, events and participatory activities, as well as space and support for community groups to lead activity. The international creative and sporting reputation of the city sits alongside the many opportunities for residents and community groups to volunteer, participate, watch and deliver activity that instils civic pride, activates engagement and builds personal and community capacity, wellbeing and resilience.

1.2 Feedback from residents to a number of consultation exercises, Manchester Parks Strategy, Sport and Leisure Strategy, Our Manchester resident survey, identify the city's leisure, library and cultural assets as being really important to them, in part, because many are free to access, they can take their families to learn and have fun together.

1.3 Responding to these consultation findings is a priority for our services and the cross service Widening Access and Participation Board was convened to ensure that opportunities to access and participate in leisure, libraries, galleries and culture are as wide as possible and inclusive of all Manchester residents.

1.4 Following the Our Manchester Strategy and approach, we are taking a proactive approach by engaging with stakeholders, partners and residents to hear about their experiences and how access could be improved from their point of view. Recognising and valuing the amazing assets in Manchester across leisure, libraries, galleries and culture from grassroots to neighbourhood to citywide or high profile events and activities is important to this issue and encouraging more connections and collaboration between them is crucial to help deliver on the Our Manchester 'We Wills', in particular:

- Collectively improve our health and wellbeing and be more active as adults and children
- Be know for high life-quality, better green spaces and world-class sport, leisure and culture
- We'll invest in culture and sport – for residents' benefit and to increase the city's international attractiveness.
- Manchester people will be proud of their cultural institutions which will reflect and celebrate diversity and engage a broad audience.

1.5 Officer representation on the Widening Access and Participation group includes Neighbourhoods, Leisure, Libraries, Galleries & Culture, Policy, Partnerships & Research, Communications and Youth Strategy. Dave Moutrery, the city's Director for Culture, also attends to facilitate a strong communication link with the city's cultural partners. The Board has overseen the delivery of an initial 12 month Widening Access and Participation Action Plan and development of a draft action plan to 2020.

1.6 However, we cannot achieve these ambitions on our own and continue to engage with a much wider cohort of partners in consultation and delivery. This includes internal and external partners such as, community groups, cultural organisations, Age Friendly Manchester, Community Explorers networks, Youth and Play providers, schools, Area Team Neighbourhood Managers community groups and residents.

## 2.0 Background

2.1 The scope of provision for work on widening access and participation includes;

- 22 Libraries
- Manchester Art Gallery
- 25 Cultural Institutions
- 20 Sport and Leisure Centres
- Community Access to Secondary Schools
- 144 Parks and Open spaces
- Over 500 community organisation

2.2 The four improvement themes for Widening Access and Participation are:

- **Data improvement:** developing data capture and analysis methods to better inform future service planning and to track progress in relation to underrepresented groups people;
- **Targeted Activity:** Implementation of initiatives with/for underrepresented groups of people to widen access and participation;
- **Communication:** maximising joint and cross-promotion and information opportunities across the service areas;
- **Engagement and Consultation:** Conversations with residents, using the Our Manchester approach, regarding opportunities to increase access and participation.

2.3 Initial work on the analysis of engagement and participation data across the services revealed that it is not possible to make direct comparisons between the services, due to the differences in the categories and level of information collected. However, through interrogation of our data, together with 'on the ground knowledge' and comparative national information, we identified the following groups of people as priorities for all the services to increase and deepen engagement with:

- Young people/young adults 13-19 years old
- Older people – 50+
- Disabled people
- Black, Asian and Minority Ethnic people
- Women and girls

2.4 The following sections of this report provide an update of work progressed under each of the four improvement themes and a summary of proposed actions over the next 12 months.

2.5 Other reports on the agenda of this committee about Manchester International Festival, the Cultural Ambition and volunteering provide further context and detail about work that is deepening engagement with residents, volunteers and other stakeholders across the city.

### **3.0 Data Improvement**

#### **3.1 Leisure**

3.1.1 We know from national data held by Sport England that poverty is a strong predictor of health outcomes and physical inactivity levels. Nearly 71% of socio-economic group NS-SEC 1-2 (professional occupations) are classified as physically active (more than 150 minutes of moderate to vigorous physical activity per week). This compares to only 50.7% of NS-SEC 6-8 (semi-routine occupations & long term unemployed), being classed as physically active.

3.1.2 The Council has maintained a long term objective to raise physical activity levels across the city, in particular in families where cost and/or availability and/or the suitability of provision is a barrier to their participation. Until recently, tracking progress on this objective as part of a robust evidence-based assessment has proven challenging for both Manchester and the leisure sector as whole both regionally and nationally. This has been partly addressed in Manchester with the introduction of the Manchester Active card, which for the first time, is starting provide robust data on the uptake of activities across all Council led leisure activities.

3.1.3 MCRactive is a membership scheme whereby people sign-up for a membership card and in return are entitled to up to 30% discounts on pay and play activities at leisure centres operated on behalf of the Council by the Eastlands Trust and Greenwich Leisure Ltd (GLL) under the Better brand. In time it is intended that the scheme will be rolled out to a wider range of facilities including those leased by the Council and those on School sites. The purpose of the card is to gain valuable insight on participation levels across Manchester to enable services to be targeted to tackle low participation levels. The scheme was launched in September 2017 with the aim of signing up 50,000 people within the first 2 years. At the end of month 11 this target had already been surpassed with over 83,000 people registered. In addition, the Council already held data on over 59,000 who have either a pre-paid gym membership or who are enrolled on a course or programme. Therefore, the Council for the first time has a very strong understanding of the makeup of service users across all facilities managed under these arrangements.

#### **3.2 Libraries**

3.2.1 Libraries have robust and detailed data on library members and this demonstrates that membership closely reflects the demographics of the city. Work has been undertaken to identify where the best data sets are to monitor and analyse engagement of target groups that have been identified as priorities for the service. As a result, development plans are being drawn up for each library, and these will contain detailed demographic data, a schedule of activities and events currently offered, as well as key priorities for the next few years.

3.2.2 Libraries have also been working on developing a greater understanding of the use of Central Library across all wards. This is to monitor participation from all wards and to identify the usage of Central Library and awareness of it as a whole city resource. The data shows that a large percentage of most wards' library members are also users of Central Library.

3.2.3 Work to address lower engagement by some schools with libraries has been undertaken. There has been a focus on performance management and data analysis. Libraries now use data which shows school engagement in the academic, rather than financial, year. At a glance it is possible to see which schools (and colleges/universities) have visited a library, or received a visit from the library/archives team in the last two years enabling local teams to plan their engagement more effectively by targeting schools who have not visited. Libraries are also developing a shared school contact list for use across the service of libraries and have had some success increasing school engagement with the service over the last 12 months; the number of visits increasing by 28% in 2017 compared to 2016.

### 3.3 Manchester Art Gallery

3.3.1 Manchester Art Gallery (MAG) has drawn on the expertise of the Manchester Partnership's data manager (who works across MAG, the Whitworth and Manchester Museum) to collect and report more robust audience data.

3.3.2 Across the three venues, the 2017/18 period has seen a second year of significant growth in visitor numbers, with visiting up 10% between 2016/17 and 2017/18. Collectively, last year, the three venues welcomed over 1.3 million people, with Manchester Art Gallery attracting the highest number of visits across the Partnership.

3.3.3 In 2017/18 MAG welcomed 641,361 people - a record year. Satisfaction levels have remained very high with 98% of Manchester Art Gallery visitors rating their experience as good or excellent.

3.3.4 As well as growing in number, visitors to Manchester Art Gallery are becoming more diverse and representative of the communities we serve. 42% of visitors are from the C2DE socio-economic group, 20% are BME, 19% are aged 65 or older and 11% of visitors are disabled.

3.3.5 Research findings have been incorporated into the 2018-22 business plans for both MAG and for the Manchester Partnership and include audience development strategies to further increase the diversity of visitors to the venues.

### 3.4 Culture

3.4.1 Following a comprehensive redesign of the annual Cultural Impact Survey in 2017, which included a co-design process with representatives of the culture sector, 39 organisations responded to the request to complete the survey for the year 2016/17. Completing the survey, which is an online process, is mandatory for those organisations included in the city council's Cultural Partnership and Strategic Cultural Investment grants and voluntary for non-Council funded organisations.

3.4.2 The survey has recently been completed again for the year 2017/18. Early highlight results, subject to further data validation and consolidation include:

- 37 organisations, representing 11 art forms, responded to the survey
- Manchester organisations reported a total footfall of 4,475,390 people, with Manchester Art Gallery reporting the highest footfall (641,361)
- Manchester organisations reached audiences of 639,485 outside Manchester through touring their work
- Activity was delivered in all 32 wards of the city.
- 34 cultural organisations who responded to this question employed a total of 1,524 people
- 34 organisations who responded to this question provided opportunities for 4,410 volunteers who worked a total of 219,706 volunteer hours.
- 17 organisations who responded to this question engaged with 113 (63%) of Manchester schools (excluding private and independent schools). Overall, the engagement sessions led by these organisations reached 6,342 individual participants.

3.4.3 A full analysis of the data collected will be available over the coming month.

3.4.4 The survey is aligned with data collected by Arts Council England and responds to the Widening Access work by asking for people and place data across audiences, participants, volunteers, staff and board members. The survey also collects data on schools engagement.

3.4.5 The data collected through the survey allows us to identify communities and geographical areas in the city which may be less engaged by cultural partners and to work with those partners to address these gaps. More information about how this work is taking place is the subject of another report to this committee (MANchester's Cultural Ambition).

3.4.6 Last year, two workshops for cultural organisations were held to feed back the results of the survey to the sector and to focus on priority areas identified. These included participants and volunteer engagement, audience diversity, diversity in boards and governance and schools engagement. Similar engagement events are planned for later this year. The data collectively helps to demonstrate the economic and social impact of culture in the city as a whole, and is a resource for cultural partners when bidding for external funding or undertaking research for future projects.

3.4.7 However, as this is only the second year the survey has been carried out in this format and due to some discrepancy in organisations that have responded in each year, both in terms of numbers and individual organisations, a year on year comparison for all responses is not yet possible. However, work is underway to develop a methodology through which the results of a core cohort of funded organisations (which are mandated to respond every year) can be analysed and tracked to monitor progress. The stability provided by the four year Cultural Partnership grant programme and the Strategic Cultural Investments will support this

approach as the number of Council grant-funded organisations, subject to budget setting, is not expected to change between 2018 and 2022

3.4.8 Among the Core Cities, Manchester City Council's approach to collecting and analysing city-wide cultural impact data is unique and a recent delegation from Manchester's German partner city Chemnitz have expressed an interest in a knowledge transfer to learn more about the process and to embed it in their work practice, to support evidence based cultural policy making and Chemnitz' bid to become European Capital of Culture 2025.

#### **4.0 Wider Access for Under Represented Groups**

4.1 The Widening Access and Participation priority has been communicated to staff teams across Leisure, Libraries and Galleries and is part of the services' Management Action Plans.

4.2 Our cultural partners have been engaged through the Cultural Leaders Group and the new round of Cultural Partnership Agreement grants (2018/19) review meetings. This area of work has been positively received and we are encouraging organisations to incorporate it within their business plans. Widening Access and Participation is also a strong theme in the Cultural Ambition, which is the subject of a further report to this committee.

4.3 Collectively the service areas, the city's sport, leisure, cultural and community partners deliver a huge number of initiatives aimed at engaging underrepresented groups of people. Examples of these activities are being captured as part of Widening Access and Participation. Some examples of recent initiatives are detailed in the following sections of this report.

#### **5.0 Leisure**

5.1 The Manchester Active card is providing valuable data to enable the Council to target those groups or residents who are inactive (less than 30 minutes of physical activity per week) and despite significant funding reductions to the sport and leisure budget over the last decade, the Council has sought to continue to protect services for those residents who are least likely to lead a healthy lifestyle, including those living in poverty. Principally this is being delivered through the following service commitments:

5.2 Provision of free or low cost activities at a neighbourhood level: We know from consultation and engagement with residents that continuing to provide low cost access is a high priority. Equally, having activities available locally with a good geographical spread is critically important. Fear of judgement is also an important perception to address i.e. residents feeling like activities are for people like them. The following provisions have been introduced to address this:

- Free swimming for under 5s is available in all Swim for All sessions - 528 hrs of activity is provided per week across the city.
- Free swimming for over 60s is available in all Swim for All Sessions and Adult only sessions - 546 hrs of activity is provided a week across the city.

- Free swimming for children 16 and under in school holidays - 5,124 hrs of activity is provided per year across the city.
- Universally low charging for all leisure facilities (our provision compared to benchmarks).
- Affordable leisure provision to be available with 20 minutes' walk and public transport time of every household. This provision has been enhanced by the establishment of Active Lifestyles activities in non-traditional leisure facilities (66 sessions per week at 35 venue locations across Manchester).
- Targeted activities and appropriate training for front line staff.

The Council are also working with partners in health to develop new and innovative ways in which to tackle inactivity levels, particularly within our poorest neighbourhoods. We are investing with Sport England into a tackling inactivity initiative in north Manchester as part of the broader Winning Hearts & Minds programme in order to test new approaches to support inactive people to become more physically active. The learning generated through such approaches will help to inform future work in this area.

In addition, we are also at the early stages of developing Manchester's local delivery pilot, which is part of a broader GM programme to get more people physically active, again funded through Sport England. The pilot is in its very early stages of design, but will inject £1.5m to target working with people who are out of work or at risk of becoming workless, in order to develop approaches that support them to become more physically active. This is a three year programme which is due to commence in the Winter (2018/19).

### 5.3 Community capacity building:

There were 3,394 voluntary sector organisations active in Manchester in 2017, with around 44% of these stating that they deliver health and wellbeing activities for communities. Building capacity with these groups is a key recommendation of the recently adopted Manchester Sport and Physical Activity strategy and the Council is working with partners to support these groups in the following ways:

- Recruitment, Training, deployment of volunteers and coaches, through the Manchester Volunteers Inspire Programme. There are currently over 6,000 volunteers registered on the programme.
- Providing funding and small grants for programmes and activities.
- Working with groups to access wider funding opportunities, both national, regional and local funding opportunities.
- Supporting running and cycling sessions programmed in parks (i.e Park Run, Great Run Local, Couch to 5k etc).
- Supporting groups with property related matters such as leases, licenses and asset transfers.

5.4 Widening access to leisure centre programmes through careful programming: Programming our leisure facilities is a delicate task, one where the Council is seeking to balance a number of competing demands, including: providing statutory school programmes; teaching children the fundamentals of sport and physical activity; providing pay and play activities to the general public; supporting clubs; meeting the requirements of the Equalities Act 2010 by ensuring that targeted programmes meet

the needs of under-represented/ protected characteristic groups; meeting contractual requirements with funders (i.e. providing access to stakeholders such as the universities or national sports bodies); and finally, building the core market (i.e. general public footfall, which generates income to sustain the running costs of these facilities). Specifically in relation to under-represented groups and groups with protected characteristics, the Council has worked with its partners to introduce the following to help to widen access within facilities:

- Women only sessions – 47 hours provided per week across the city.
- Faith groups sessions – 47 hours for women are suitable for faith groups
- Over 50s - 21 hours provided per week across the city

#### 5.5 Improving swimming attainment at KS2:

We know people who learn to swim at key stage 2 are more likely to lead healthy lifestyles. We also know that children who live in poverty are less likely to access paid swimming lessons. Consequently for many children, participating in school swimming can be a child's first exposure to learning to swim. This is reflected in the ability start point for many of our children when they enter the programme (we have a data sample for this indicator which, shows that over 50% could not swim 5 meters at the start of the programme).

This is being addressed through the delivery of a programme that is a leader and exemplar nationally. The programme ensures all pupils at key stage 2 are provided with a minimum of 30 hours instruction. Progress is tracked alongside the national teaching plan and parents and teachers can review progress online in real time. This approach resulted in 79% of pupils meeting the national benchmark last year. This is one of the highest recorded achievements in England and represents the greatest distance travelled of any local authority in England.

#### 5.6 Protecting, providing and enhancing playing fields:

Local access to high quality playing pitch facilities is at the heart of our plan to poverty proof leisure services and provide a platform to enable the creation of physical activity habits during childhood leading to pathways that develop sporting habits for life. These facilities contribute to tackling inactivity and increasing participation in sport and physical activity. They are a resource required by all sectors of the community to be active both formally and informally.

We have worked with NGB's, Sport England and local stakeholders to develop the Playing Pitch Strategy (PPS). The PPS provides the evidence required to help provide, protect and enhance playing fields and to ensure sufficient land is available to meet existing and projected future pitch requirements. Planning policy and other relevant sport related corporate strategies must be based upon a robust evidence base in order to ensure planning, local policies and sport development criteria can be implemented efficiently and effectively.

The PPS evidences that we are well provided for in terms of playing pitch provision and indicates that our key priorities are to protect and enhance the existing stock. This includes improvements to ancillary facilities such as changing rooms. The PPS has been adopted by Manchester's planning authority and will inform all future planning applications on playing pitch sites. Part of the PPS suite of documents



includes a site by site action plan. This plan describes that for each site our priority should be either to protect, provide and enhance provision. This approach will ensure that quality of provision is sustained, maintained and improved.

## 6.0 Libraries, Galleries and Culture

6.1 Libraries are actively seeking to reach certain target groups by increasing activities aimed specifically at those groups and then monitoring take up of services. Examples are activities for older people, such as the Grand Day Out sessions at some of our libraries the Sunday fundays at Central Library, aimed at increasing access for families.

6.2 A recent, successful area of targeted activity is the libraries' Read and Feed programme. The scheme ran in July-August 2018 in Fallowfield Library, Gorton Library, North City Library following a pilot at Fallowfield Library in 2017. The scheme tackles holiday hunger faced by children who usually have free-school meals and engages children with the Summer Reading Challenge. The scheme had 1600 attendances in total. The scheme is only promoted in the local areas where it takes place to ensure attendance is from the local community, and those who need it most. There was high engagement with Black, Asian and Minority Ethnic children, including some families who were not previously library members.

6.3 Since the redevelopment and re-opening of the Central Library, the library service has been proactive in working closely with local arts and cultural providers, artists and community groups to engage people more widely in high quality arts and cultural experiences. Library Live, a cultural programme at Central Library was launched in May 2014 and helped to establish Central Library as a vibrant, democratic and creative hub.

6.4 Delivery of a second phase (May 2017 - June 2018) has just been completed. This phase saw Longsight, North City and Wythenshawe Forum libraries launched as Creative Spaces in the heart of our communities. Highlight events during this period included:

**ILLUMINATE** with Company Chameleon - a site specific dance performance premiered at Central Library and toured to our 3 Creative Space libraries, seen by an audience of 650 across the 4 venues;

***This Vibrant Thing*** with Platform Manchester - cross art form festival style events at our Creative Space libraries, celebrating the diversity and creativity in our communities, particularly aimed at 14 - 25 year olds. As well young, emerging artists the events involved over 20 community organisations and engaged 1,400+ people.

***The Ministry of Lost and Found*** with Z-Arts and Manchester Art Gallery - a family Saturday Spectacular event, with Central library transformed and teeming with the intriguing characters of a secret government ministry. Children (0-11) and their families were invited to explore their creativity, make noise and have fun. In the months leading up to the event, artists tested ideas and engaged with families from a number of branch libraries in their local venues and at a special consultation day at the Gallery. The event was attended by approximately 3,000 people.

Films about all these events can be found on the Library Live website at this link:  
<http://www.librarylive.co.uk/media/>

6.5 The inclusion of more events at neighbourhood branch libraries during phase 2 has helped to engage more local people, with Manchester residents accounting for a much higher proportion of audiences at these events than at Central Library or during phase 1. 63% of all audiences to events this year were from areas with higher than average levels of deprivation, which, traditionally have lower engagement in the arts.

6.6 Library Live and Creative Spaces have been supported through 2 major awards we have secured from Arts Council, England and we have just been successful with our third application to further develop and embed these programmes, expanding to another 5 neighbourhood libraries.

6.7 More widely across the service, there are strong relationships with organisations such as the Royal Exchange, Manchester Museum and Manchester Literature Festival, who all have a commitment to developing a place based presence - engaging people in their creative work and displaying items from their collections in neighbourhoods. The library venues and staff knowledge of community networks make them crucial partners and supportive facilitators of this work.

*Things in our local library make it easier and more accessible*

*It's great to see people coming together and enjoying themselves. The perfect examples of what libraries should be. Thank you.*

6.8 One of the Archives+ partners is the Ahmed Iqbal Ullah Education Trust. They, are part of The University of Manchester, and funded predominantly by the University and Manchester City Council. As an Archives+ partner, they are based at Manchester Central Library, where they deliver the Ahmed Iqbal Ullah Race Relations Resource Centre on the lower ground floor of the library.

6.9 The Trust helps people of all ages and backgrounds learn about Britain's ethnic minority communities. It runs oral history projects to collect the life stories of Black, Asian and Minority Ethnic communities in Manchester, organises events and exhibitions to share Black history, works with schools to make sure the next generation has a positive attitude to diversity in Britain, supports BAME groups to develop community history projects and to bid for external funding.

6.10 They also receive external funding for delivery of projects, and have recently received £357,000 from the Heritage Lottery Fund, for the three year Coming in from the Cold project. This funding increases the Trust's capacity to carry out one of its core roles - engagement with the communities of Manchester. Over the last 12 months, approximately 30 of Manchester's BAME community groups have been supported by the Trust. They have worked with approximately 7000 school children, and over 3000 people have attended their events.

6.11 Manchester Art Gallery takes increasingly innovative and collaborative approaches to engaging and creating dialogue with diverse audiences and voices.

6.12 Following on last year's success, Proud and Loud Arts returned to Manchester Art Gallery to run another takeover. This year's selection of pop-up performances, *Affirmations*, attracted an audience of 400 who had specifically come to see the event. The disabled artists of Proud and Loud Arts event showcased their work and talent, challenging people's views about the labelling and stigmatisation of people with disabilities.

6.13 The gallery continues its vibrant programme of audio described tours and BSL tours, the latter growing as we extend our connections with deaf people and groups in Manchester. Participants to both these programmes are signposted to join the gallery's Making Conversations sessions, a monthly art group for adults with access needs. Overall, the gallery's access strand places value and importance on the creativity of disabled people, assisting them as artists and participants to be part of the cultural life of the city.

*Both Herbie (guide dog) and I enjoyed the visit to Manchester Art Gallery yesterday. As always, the exhibition was extremely interesting and the audio description and additional information about the works was delivered impeccably – member Henshaws Society after an audio described tour.*

6.14 As part of Black History Month, Manchester Art Gallery launched a call out to artists and creatives from BAME communities to take part in a discussion group. This resulted in four sessions that shaped the gallery's thinking and underpinned the Black Arts and Modernism strand within our exhibitions, especially the works of Sonia Boyce and Speech Acts. Still an ongoing initiative, the group is helping the gallery explore the sometimes uncomfortable, though vital, issues of race, empire and lost histories.

6.15 The 15 organisations in the new Cultural Partnership Agreement programme (2018-22) serve diverse audiences and participants across North, Central and South Manchester and through a variety of art forms.

6.16 There are 5 new organisations funded through the programme, Streetwise Opera and the Men's Room work with people who are homeless or at risk of homelessness and in the case of the Men's Room with men engaged in or at risk of becoming engaged in sex work.

6.17 Reform Radio CIC works with young people predominantly on skills development. Company Chameleon is Manchester's only dance organisation in receipt of Arts Council NPO funding, has a youth dance company based at Central Library and a comprehensive free/low cost offer for schools. Quarantine engages people of all ages and backgrounds through performance art.

6.18 Together with the ten organisations who retain their CPA funding (Contact, Venture Arts, Manchester Jewish Museum, Brighter Sound, Community Arts Northwest, The Edge, Manchester Craft and Design Centre, Manchester Camerata, Castlefield Gallery and Manchester Histories), engage people of all age groups and backgrounds.

6.19 Age Friendly Manchester has recently launched its refreshed strategy in which culture remains a key element. There is a quarterly Age Friendly Culture Working Group comprising of around 15 organisations. The group meets quarterly and works closely with Manchester's Age Friendly Team, as well as sharing practice and insights, the group works collaboratively on funding bids and initiatives such as the Greater Manchester Festival of Ageing and engaging with the city's Age Friendly Cultural Champions, of which there are over 100 in Manchester. Currently members of the group are advocating their organisations consider joining the GM housing provider led, *Take a Seat Scheme*, which simply asks local businesses to make seats, toilets and a drink of water available to people who may need them, as well as other suggestions of ways to make their premises more age- and dementia-friendly.

6.20 Libraries, the Gallery and many of our arts and cultural partners also provide opportunities and services for children and young people in the city and we are initiating discussions to establish a framework for a Curriculum for Culture that will complement and clearly communicate culture's contribution to the newly introduced Curriculum for Life. This work will be shaped by children, young people, schools, higher education, libraries, culture, arts and heritage partners, as well as strategic partners such as Arts Council, England and the Heritage Lottery Fund.

6.21 The intention of this work is make more visible and accessible, as well as helping to identify points for collaboration, challenge and improvement. Ultimately, the aim, is to inspire young Mancunians to get involved in the growing culture sector in our city and to develop a lifelong engagement with culture.

6.22 It will also support the development of a Local Cultural Education Partnership (LCEP) in Manchester. LCEP's are part of the Arts Council's Cultural Education Challenge that seeks to asks art and cultural organisations, educational institutions and local authorities to come together to drive a joined-up art and cultural offer locally, to share resources and bring about a more coherent and visible delivery of cultural education through Cultural Education Partnerships.

6.23 Through the Cultural Education Challenge, the Arts Council want to make sure that more children and young people can create, compose, and perform. They want every child to have the chance to visit, experience and participate in extraordinary work, and be able to know more, understand more, and review the experiences they've had.

6.24 Manchester and Greater Manchester are cited in the recent the All Party Parliamentary Group report, *Creative Health*, as a leader in developing practice that connects engagement and participation in arts and culture and positive benefits on health and wellbeing. These connections are now being built on through strategic conversations with health partners about measures to increase access, particularly for our most vulnerable residents and ensure we are developing cultural work that responds to population health needs.

6.25 Two strands of work have recently been initiated:

- Libraries, Galleries and Culture and the wider culture and health fora in Manchester<sup>1</sup> and the Manchester Health and Care Commission to develop a 3-year plan, articulating a shared vision and priorities;
- Closer working between Libraries and the Buzz Wellbeing Service to maximise the use of local venues to engage residents with their support and information services close to where they live.

## 7.0 Communication

7.1 The communications priority for Widening Access has focused on testing some different approaches to ensure we are promoting activities across the services in a more coordinated way. We have started by re-focussing the promotion of our school holidays programme - All Sorts To Do.

7.2 Since the 2017 Easter holidays we have approached our communications differently, using a more interactive approach which focuses on the top 10 free activities and attractions to visit during the holidays. Working with the services, more engaging content has been developed - particularly short films to highlight all the different and fantastic free to access activities and venues on offer to children and families. Over the next year we need to make sure that we continue to gather and bank new and engaging content to allow us to continue to interest of our target audience.

7.3 Our evaluation shows that this new approach is having a huge impact on the amount of people visiting our website to view activities. Over the summer holiday period this year our unique web page views grew from 1,683 visits in 2016 to 13,974 in 2017 and 15,910 in 2018.

7.4 Whilst these statistics are very impressive, understanding how this increased digital engagement translates to the numbers of participants attending the events is where the real success story lies. There is further work to do with our data and reporting systems to be able to provide a fuller picture of this success.

7.5 Future work this year will include piloting other targeted communications approaches to increase participation in particular areas or with particular audiences.

7.6 Communicating the wider culture offer is more complicated, as these services are provided by a large number of independent organisations in the city. However, consultation with residents, other partners and key workers (e.g. health / schools/ youth engagement) over a number of years also tells us that people are not aware of the breadth of the arts and cultural offer in the city and do not know how to find out about it. It is difficult to signpost people to an accessible source of information about the offer beyond individual organisations websites.

7.7 Existing cultural activity offers are fragmented and arts and cultural organisations are often duplicating effort and resources to reach and engage with

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<sup>1</sup> Further detail in Culture Ambition report elsewhere on the agenda of this committee.

residents that are currently underrepresented among their audiences and participants. This can include multiple contacts with the same community or voluntary to take up or promote opportunities and offers.

7.8 Creativetourist.com is the only website dedicated to promoting the culture offer / experience in the city. More recently Creative Tourist have developed Culture Hosts, a shared listings database / platform that allows partners to upload event and venue listings online. In Manchester, Culture Hosts is supplying listings to the online magazine creativetourist.com, and generating bi-weekly What's On cultural briefing notes to local hotel partners and front of house teams.

7.9 However, as the site title suggests, the content is primarily aimed at visitors to the city and those already actively engaged in and seeking cultural experiences. So whilst it provides much learning to build on, partners are not, as yet, populating Culture Hosts with the broad range of their offer – for example participatory and community based activity. It is these gaps we are seeking to address.

7.10 Therefore we are exploring the possibility of developing an 'online, one-stop shop' for residents to find information about arts and cultural activity available in the city with the aim to widen access and increase participation in arts, heritage and culture activity in Manchester and to reach more of the population that are currently not engaged.

7.11 For this ambition to be realised investment is required to design the resource and establish a practical and sustainable operational model to maintain and support ongoing development. A business case is currently being scoped with ICT and the Manchester Culture Leaders group. We are also working closely with McrActive colleagues to learn from their experience and assess any potential areas of partnership and efficiencies.

## **8.0 Resident Engagement, taking an Our Manchester Approach**

8.1 Following the initial work on the analysis of engagement and participation data a communication and engagement pilot with residents, using the *Our Manchester* approach, was undertaken.

8.2 A number of conversations were held with a range of groups and individuals in order to better understand people's experience of participating in activities, what works well and to hear their suggestions for improvement.

8.3 Colleagues from across Leisure, Libraries, Galleries and Culture worked together to develop and deliver the conversations. Additional guidance was provided by the Our Manchester team, as well colleagues who led on the Family Poverty Strategy consultation. This was to ensure our exercise employed the strengths based approach of Our Manchester to engaging with residents and stakeholders and learnt from previous experience.

8.4 Stakeholders from other areas of the Council and the voluntary and community sector were also engaged in the development and delivery of the conversations, including an induction session about the purpose of the exercise and

the Our Manchester approach. In the main, these stakeholders led the final conversations, supported by our staff.

8.5 Our partner stakeholders included; Breakthrough UK, Age Friendly Manchester, Venture Arts, Afro Tots Community Group, Wythenshawe Grand Day Out, Talk English Group (MAES), MCC Youth Engagement with Factory Youth Zone and Woodhouse Park Lifestyle Centre, Yellow Bird Community Group.

8.6 The conversations were based around 4 areas of enquiry;

- Where people go and why?
- How they find out about places/events?
- What motivates them to try new things?
- What could be improved?

8.7 In total, 148 people were involved in the conversations. This is comparable to the number of people engaged by the Family Poverty Strategy consultation. 10 conversations took place in group settings and on a 1:1 basis with members of the public in Gorton Market and The Forum.

8.8 Groups identified as underrepresented were targeted for engagement in the conversations. This was a pilot project to test the Our Manchester approach in practice and sample sizes were small, therefore the results are indicative of general themes rather than statistically representative of any group of people. Similar to the Family Poverty Strategy analysis, responses against each area of conversation were coded and grouped in order to identify commonality.

8.9 To provide additional context, the responses were also considered alongside results from a number of other consultation exercises, including; Manchester Physical Activity & Sports Strategy (Sept 2017), Manchester Art Gallery, We Make the City conversations New North & South programme (Sept/Oct 2017), Family Poverty Strategy consultation conversations (2016) and the Our Manchester Resident Survey (2016). Findings across these exercises are broadly reflective of each other.

8.10 A summary of the engagement conversation findings are below:

8.11 **Venues and activities:** The range of venues used and activities undertaken by various groups. For Disabled People visits to Galleries/Museums were mentioned by 28% of respondents, with 32% taking part in Social activities such as visiting cafes or meeting friends. The main venue for Young People was Leisure Centres with 46% of responses, activities included swimming, boxing and free running. Although there were a relatively small number in total 44% of BAME respondents mentioned swimming or the gym as venues for activities. For the Women & Girls group the main venues used were Leisure Centres and parks (60%)

There were many positive comments about the venues and events available in in Manchester including '*... the culture, libraries and leisure offer in Manchester is rich and diverse in forms of art, in genres of music being played and in food and cuisine.*'

**8.12 Finding out about activities:** Social media & internet search was the most popular form of communication, with 30% of respondents overall mentioning this. Being told about an activity by a friend or an organisation that is trusted was significant for several groups. Both Older People and BAME groups mentioned Word of Mouth more than any other method, whereas Young People got information most frequently from other projects that they attended. Print, including newspapers and flyers, was also popular with 24% of respondents. The Older Persons groups also stressed that information on local activities was more useful than activities across the whole of the city. The use of local radio, as opposed to city-wide stations, also supported this point.

One young person commented *'I know Levi's music project at the Zion centre. People pass the word on Social media'*

**8.13 Motivation to try new things:** By far the most important point for all participants was that they knew someone else who was attending, this was mentioned in nearly half of the responses. Several aspects that made venues attractive were mentioned: that they were accessible; the attitude of staff; the cost; whether the building had an interesting history; and its location. A social activity to attend or a reason to get out of the house were other motivators.

**8.14** Thoughts about what could be improved fell into a number of broader categories:

**8.15 Transport:** A number wanted cheaper transport - *'Trams are too expensive. It should be 10p per stop for kids'*. At the 1:1 conversations in Wythenshawe reliable transport links were very popular.

**8.16 Times of events:** Suggestions included having more events at weekends and evenings, especially for people working during week. However, for groups of older people there was a reluctance to travel at night or at very busy times. They also said that they could use free or subsidised travel for events starting after 9:30 am

**8.17 Types of events:** In general there was a desire for more music events, more courses, and more family events. A warm welcome at the venue and a cafe were significant for several people, as was knowing other people who were attending. Other incentives to attend included taster sessions before committing to a course and several participants mentioned the importance of culturally diverse events and an interest in things that were culturally significant to them.

*'[I am] ... very interested in going to the South Asian gallery at Manchester Museum when it's completed'*

**8.18 Information:** Finding a good website for events was very valuable, several participants mentioned the 'Hoop' site for families as being informative and easy to use. There were suggestions about having more information on events in local papers.

**8.19** This was a pilot exercise and it is intended to continue with this approach to embed this way of working in our services more fully. Next steps include:



- Sharing the process and results of the conversations to date with staff forums across libraries, leisure, galleries and culture. A presentation was well received by the Libraries Senior Staff meeting in August.
- Holding 4 conversation exercises at events over the next year, the next is planned to take place during the Cheetham Hill Festival at the end of the month.
- Consider how best to facilitate staff and stakeholders coming together to share, reflect and determine actions arising from the engagements.

## 9.0 Next Steps

9.1 A new action plan to March 2020(?) is being drafted and the Widening Access and Participation Board will continue to monitor and inform delivery, along with consultation and involvement of the wider stakeholders that are already engaged and supporting this work (as detailed at point 1.5 of this report).

9.2 However, there are several priority actions identified for development over the coming months. These include;

- Continued improvement and partner engagement in MCR active and increase the number of active card holders, ensuring that the sign up is more representative of Manchester's communities.
- Finalising library area plans and engaging stakeholders in consultation and conversation about activating them;
- Submitting a business case for capital approval to support a resident facing, digital solution to communicating the city's culture opportunities more easily to residents and key workers and, if successful, initiating the project;
- Finalising the analysis and reporting for the 2017/18 Cultural Impact Survey and holding engagement workshops with the sector, wider public sector and VCS stakeholders, including neighbourhoods, education, youth and play, health and MACC, disseminate the findings and consult on future priorities;
- Hold a further 4 Our Manchester engagement conversations with residents at events across the city over the next 12 months and design and pilot a process to feedback to and engage staff in reviewing the responses.
- Deliver targeted communication pilots with leisure and libraries with a geographic focus;
- Establish robust evaluation process for communications initiatives to better understand effectiveness
- Conversations with Manchester Health and Care Commissioning in relation to Arts and Leisure

## 10.0 Conclusion

10.1 At the heart of this work is the recognition that Leisure, Libraries, Galleries and Culture all have an important role for growth, people and place. The belief that these service areas benefit good health and well-being, increase confidence, skills, aspiration, prospects, community cohesion and social connectedness is reflected in the Our Manchester strategy. Focussing on making sure our service areas easier to access, influence and connect with - for residents, community connectors and activists - is essential to growing the number of activities taking place and in enabling

more people to get involved more often with active, learning, cultural and creative opportunities, both on their doorstep and elsewhere in the city.

10.2 The Widening Access and Participation work is important in helping to improve our data collection and analysis and define the forward strategies needed to ensure our services are relevant to our customers and participants and to inform future investment. Identifying the most productive areas for collaboration between Leisure, Libraries, Galleries and Culture, our shared partners and residents will enable us to engage more powerfully with other partners involved in public sector reform and service transformation, such as health and social care, education, work and skills and youth and play.

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Cultural Ambition

**Report of:** Deputy Chief Executive

**Summary**

This report provides an overview of work undertaken to develop and deliver the Cultural Ambition. The Cultural Ambition sets out a series of aspirations for art and culture over the next ten years and demonstrates how the cultural sector can contribute to the delivery of the Our Manchester Strategy. The Cultural Ambition articulates some of the ways in which cultural organisations can work to ensure that opportunities for access and participation are as wide as possible and inclusive of all Manchester residents.

**Recommendation**

The Committee is invited to note the report.

**Wards Affected:** All

**Alignment to the Our Manchester Strategy Outcomes (if applicable)**

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Cultural Ambition is a strategy which seeks to support the growth and skills priorities of the city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The report details the working groups and approaches to delivering the Cultural Ambition including skills and talent development.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Central to the Cultural Ambition is the priority to make Manchester the UK's most culturally democratic city, engaging with a much greater number and diversity of people across the city. The report describes the work of groups focusing on expanding cultural audiences and addressing engagement 'cold-spots'.
A liveable and low carbon city: a destination of choice to live,	Joint working amongst cultural partners includes marketing and communications initiatives

visit, work	encouraging residents and visitors to access the cultural riches Manchester has to offer.
A connected city: world class infrastructure and connectivity to drive growth	The Cultural Ambition encourages organisations to showcase international work and can also offer digital connectivity to worldwide cultural activities. The Manchester International Festival report provides additional content.

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**Background documents (available for public inspection):** None

## 1 Introduction

1.1 This report provides an overview of work undertaken to develop and deliver Cultural Ambition 2016 - 2026.

1.2 Cultural Ambition is a strategy which sets out a series of aspirations for art and culture over the next ten years and demonstrates how the cultural sector can contribute to the delivery of the Our Manchester Strategy. It is available to download on the Manchester City Council website:  
[https://www.manchester.gov.uk/downloads/download/5644/cultural\\_ambition](https://www.manchester.gov.uk/downloads/download/5644/cultural_ambition)

1.3 Cultural Ambition articulates some of the ways in which cultural organisations can work to ensure that opportunities for access and participation are as wide as possible and inclusive of all Manchester residents. This connects with broader work on Widening Access and Participation in Leisure, Libraries, Galleries and Culture is discussed elsewhere on the agenda for this meeting.

1.4 Dave Moutrey, Director and CEO of HOME, Director of Culture for Manchester and Chair of the Cultural Leaders Group, will attend the meeting to speak about the Cultural Ambition.

## 2 Background

2.1 Manchester has a dynamic and diverse cultural offer including major festivals, arts companies, community led groups, artists, producers, promoters and leading cultural institutions including museums, heritage attractions, galleries, theatres, arts centres, concert hall and venues.

2.2 Cultural Ambition is the city's cultural strategy (2016 – 2026) and describes a set of aspirations for arts and culture in Manchester. It represents the cultural sector's response to the Our Manchester Strategy, demonstrating how arts and culture can help to realise the Our Manchester vision of a thriving, creative and equitable city.

2.3 Cultural Ambition is also closely linked to the Our Manchester approach - in working with and for the people of Manchester, and seeing people and their talents and ideas as the city's greatest assets. It was informed by the city's largest and most diverse cultural sector conference in 2016 and authored by a group of the city's leading cultural partners.

2.4 Cultural Ambition provides a call action for the cultural sector and other partners to work together to achieve a set of ambitions and priorities. It provides a strategic framework that can be adopted by partners in the sector to support their work and Manchester's priorities.

2.5 Cultural Ambition has also been used to inform Manchester's response and contribution to the Greater Manchester Cultural Strategy which is currently in development and shaped the vision for the GM-wide Great Places project.

2.6 The Council has a longstanding commitment to working in partnership with the cultural sector, recognising the role which arts and culture play in benefitting the city's

residents and contributing to economic growth, and by maintaining a commitment to invest both in major cultural institutions and small to medium arts organisations. Cultural Ambition priorities and those of the Our Manchester Strategy and Approach have helped to inform the council's ongoing relationships and investment decisions.

### 3 The Cultural Ambition 2016 – 2026

3.1 The Cultural Ambition document sets out a number of shared principals, a call to action and 3 priorities.

*“We will act together to ensure that culture makes a bigger difference to more people in our communities – our litmus test of cultural growth – helping to realise the Our Manchester vision to be a thriving, creative, equitable city.”*

3.2 **Priority 1 - Manchester will be known for distinctive work that could only have been made in this place:** Manchester's distinctiveness is in producing great art and culture, which is enjoyed by the widest possible audiences. Cultural partners will develop new collaborative ways of working, where appropriate linked to Factory, and make more work that is internationally recognised for its quality and impact.

3.3 **Priority 2 - Manchester will be the UK's most culturally democratic city, engaging with a much greater number and diversity of people across Manchester:** Cultural organisations will work together to transform the demographic of audiences and participants, to ensure that greater cultural impact for under-represented groups becomes a reality. This will involve prioritising the needs of particular places or neighbourhoods and exploring the unique qualities of place. This will necessitate forging new relationships and different conversations, taking an Our Manchester approach to widening and deepening engagement.

3.4 **Priority 3 - Manchester will be regarded as the city which values and nurtures creative talent, skills, diversity, and expression more inclusively and successfully than any other:** This priority supports Manchester's aspirations as a highly skilled, progressive and equitable and liveable city. The ambition is for Manchester to attract and nurture the next generation of creative producers and technicians and to be a national exemplar for training, production and engagement.

### 4 Working Groups and Partnerships - Delivering the Cultural Ambition

4.1 In addition to the individual and collaborative efforts by cultural organisations to deliver Manchester's high quality cultural offer, under the leadership of the Cultural Leaders' Group, there are a number of working groups and joint strategic initiatives, including;

- Arts & Health Working Group
- Cold Sports Working Group
- Education, Skills & Talent Group
- Audiences Group

## 5 Arts & Health Working Group

5.1 This group is investigating the how best to capitalise on the collective impact that cultural organisations in Manchester can have on the health of residents.

5.2 There are some leading areas of practice in arts and health by cultural organisations in Manchester. Connecting the opportunities around health devolution in Greater Manchester to imaginative new approaches to helping residents stay well and live healthy lifestyles, has been the central focus of the group.

5.3 The GM Population Health Plan has a commitment to;

- develop a programme of activity on arts in health and social care and social action on wellbeing and
- embed this approach in commissioning of health and social care services and wellbeing services.

5.4 In December 2017, the Health Board supported a proposal that a group is established to determine the next steps towards a GM Arts for Health and Wellbeing programme. The Arts & Health Task Group has developed to take on this role and includes cultural sector representatives and health service professionals.

5.5 The group has identified the need for a commitment to commission arts for health and well-being as a sustained health and social care programme. Doing so would position Greater Manchester as an exemplary city region in achieving better health outcomes through supporting the creativity of its citizens and access to arts and culture.

5.6 A proposal has been developed for the next 3 years to focus initially on supporting some large scale projects such as the national 'Dance to Health' programme which pioneers falls prevention amongst older people and drawing on local expertise on arts activity related to dementia - both of which have been particularly impactful. Then to focus on community based arts and wellbeing activity with a focus on Person and Community Centred Care and implement an evaluation programme to inform future phases.

5.7 In addition to this, members of the Culture Leaders group and other sector representatives are supporting the World Healthcare Congress (Europe), which will take place in Manchester over 2019 and 2020. Arts for health and social change is one of the three main themes for the congress giving the sector a unique opportunity to place culture, heritage and the arts at the heart of public debate.

5.8 The recently published All Party Parliamentary Group report, *Creative Health*, was the result of a 2 years inquiry into the impact of arts and culture to wellbeing. Greater Manchester is highlighted as a leader in arts and health and in recognition of this, the report was launched in Manchester, as well as London.

5.9 Manchester continues to pioneer in this field and a number of organisations are beginning to explore how their approach to health and wellbeing can be part of their whole organisational approach - not just their engagement work. Just a few examples are detailed below:

5.10 *And Breathe . . .* is an exhibition of artworks at Manchester Art Gallery that was co-curated with mental health groups and young people. The works chosen, explore the link between art and positive mental health and wellbeing and is promoted as wellbeing exhibition with a specially created audio guide.

5.11 As Manchester Museum embarks on a major capital re-development project, a health and wellbeing programme, Boost!, has been introduced for all staff to participate in. Boost! is a proactive approach to promote a greater awareness of wellbeing and its importance for healthier individuals and healthier working practices. Boost! provides and promotes a range of high quality, accessible and engaging initiatives, activities and events to encourage participation in wellbeing. The six ways to wellbeing (connect, be active, take notice, keep learning, give, care) inform and shape the programme.

5.12 Examples of activities available so far include, Low carbon lunch – monthly themed ‘bring and share’ lunch with colleagues led by the Primary Learning Coordinator, Museum Wellbeing Choir – weekly singing for fun with the Curator of Earth Sciences, Bhangrercise – 5 dance sessions led by a professional teacher, Origami Orchids – weekly origami folding drop-ins with the Curator and Curatorial Assistants for Botany.

*“great to be able to take 10 minutes away from my desk and have a chat with colleagues whilst folding paper orchids”*

5.13 Streetwise Opera, working closely with the Booth Street, runs weekly singing and acting workshops for people who are or have been homeless. There are opportunities to perform in public, see professional productions, volunteer and take part in other arts activities.

5.14 Streetwise Opera partner with many of the cultural organisations in city, with public performances taking place at HOME, Bridgewater Hall, Manchester Cathedral, St Ann’s Church and Whitworth Gallery and trips to see operas at the RNCM, the Opera House, as well as The Lowry.

5.15 Streetwise Opera’s evaluation of the impact their activities had on the people who took part demonstrates significant improvements in health and wellbeing. In 2017/18, their evaluation showed that:

- 92% of surveyed performers reported feeling their mental health had improved as a result of their involvement with Streetwise Opera.
- 89% reported feeling their physical health had improved
- 82% reported feeling healthier in general

*“I sometimes feel very down, but if I can get myself here, I always feel better when I leave, I never feel worse, I always feel better.”*

## **6 Cold-Spots Working Group**

6.1 To deliver the depth of reach into the city’s diverse neighbourhoods that the Cultural Ambition sets out for the city, a group of cultural partners are leading a research project so that a new strategic and collaborative approach can be designed.

6.2 The group is made up of cultural education and engagement professionals from



the city's leading cultural organisations. They meet every month to share where activity is taking place both to map and strategically plan future activity. The group is being supported and working alongside the council's cultural and intelligence teams to explore developing an online mapping platform to develop a richer picture of what currently happens in the city's cultural 'cold-spots'. Partners are working together to boost cultural participation levels in these target neighbourhoods.

6.3 The majority of organisations have a very active approach to engaging with residents, where they live, as well as offering welcoming and accessible opportunities to experience their venues.

6.4 The Royal Exchange is creating strong and sustained relationships with communities by being present in neighbourhoods, bringing creative experiences, connecting with neighbourhood cultural assets, contributing to local events and getting to know local people. Initial work has focussed on Cheetham Hill and, working with the Cold-Spots Working Group, the theatre is now identifying several other areas of the city to connect with.

6.5 Some of the activity that has taken place in the Cheetham Hill area includes;

- The Listening Exchange at Abraham Moss Library - an interactive art installation that invites people to share their memories, dreams, thoughts about theatre in the C21st and their relationship with the Royal Exchange;
- Presentation of productions by the theatre's Elder Company (*Moments that Changed Our World*), and the Young Company (*The Tempest*) at the World Irish Centre and the theatre at Abraham Moss Community School respectively.
- Along with with other large, city centre cultural venues supporting locally led events, such as the Cheetham Hill Festival and Fun Palaces, a national initiative celebrating arts and science, happening in libraries across the city (Abraham Moss, North City, Longsight, Wythenshawe Forum).

6.6 HOME launched its new programme of #HOMEinspires last month. #HOMEinspires is the venue's communities programme, which connects with groups, charities and voluntary organisations from across Manchester to ensure that as many people as possible have the opportunity to take part in and experience HOME, both as audiences and as artists.

6.7 The #HOMEinspires Community Programme includes:

- **Inspire Gallery:** A dedicated exhibition space in HOME's downstairs bar area showcasing work by partner organisations.
- **A City Seen:** A quarterly film screening exploring the creativity of our city's most essential charities, community groups and voluntary organisations
- **Inspire Ticket Scheme:** Providing £1 tickets to community groups, charities and voluntary organisations who wouldn't ordinarily be able to visit for a variety of reasons.
- **HOME Tours:** Free behind the scenes building tours and gallery tours.

6.8 Over 4000 Inspire tickets have been used by over 100 community groups from Greater Manchester with a further 250 groups engaging in free tours, talks and outreach projects. Groups regularly involved include Manchester Cares, Reform Radio, Rainbow Noir, One Manchester, the Wai Yin Centre and Salford Heart Care.

6.9 The Mustard Tree, The Booth Centre, Chorlton Good Neighbours, Reel Mcr and One Manchester have been involved in showcasing their work as part of the quarterly screening night and in the #HOMEinspires gallery which are new programme strands for 2018.

6.10 HOME is partnered with Manchester Deaf Centre and Venture Arts to create inclusive and accessible programmes plus Community Arts Northwest work with HOME each year to programme a Refugee Week festival and a youth theatre company called CYA@HOME.

6.11 In addition, HOME has created strong links with schools and organisations based in Wythenshawe and has worked with Wythenshawe Community Housing Group, Woodhouse Park Lifestyle Centre, Newall Green High School, Manchester Enterprise Academy, Baguley Hall Primary and The Willows Primary.

## **7 Education Skills & Talent Working Group**

7.1 A group has been set up to develop a strategic approach to employment & skills which recognises the links between engaging young people in cultural activity and pathways into employment in the sector. The ambition is to create a joint approach preparing residents for employment and self-employment in the cultural and creative industries and diversifying the sector's workforce. The group is working to ensure that the sector attracts our local young talented residents from all backgrounds into creative employment fields and provides access to a diverse range of technical, front-of-house and other roles behind the scenes.

7.2 The Education Skills & Talent Group is made up of representatives from a range of leading cultural organisations, especially those that have key programmes around skills, pathways to employment, entrepreneurship and professional development. With the opportunity of the Factory development and the learning, skills and training offer being planned – feeding into this has been central to the agenda of this group.

7.3 Manchester International Festival has recently appointed to the post of Cultural Skills and Training Director. As well as delivering on the The Factory's commitments to apprenticeships, a major focus will be the development of a consortium across the sector to establish a work academy approach to offer skills development and employer led training including apprenticeships. Opportunities will be developed across the sector's areas of delivery; technical, management and administration and operational/facilities

7.4 The Cultural Skills & Training Director is working closely with the Education, Skills and Talent Group and the wider sector. Following a consultation and research phase, they will present potential models of delivery to take the work forward.

7.5 A number of organisations have their own talent and employment initiatives. For example the National Football Museum has launched a new programme of free adult learning courses for Manchester residents, with a focus on engaging people who may not have thought of the museum sector as a potential employer. Achieve Your Goals offers a choice of a 15 and 50 hour course, the latter includes a museum work placement. Modules include customer care, financial literacy and maths, museums for health and well-being, time management, ESOL or literacy development. The course, which is being promoted strongly through community networks, also aims to build participants confidence and employability skills. The initiative is supported by Manchester Adult Education Service.

7.6 For Manchester to meet the ambition - to be a city which nurtures creative talent and is a place where new work is written, produced and created, the group has also focused on workspaces for artists and spaces where new performances and productions can be built and rehearsed.

7.7 Manchester's success in attracting investment and growth in the city centre is displacing creative and cultural uses in formerly affordable buildings around the city fringe. The recent experience of relocating Rogue Artists' studios to a former school site in Openshaw has been a great success but there is a growing demand amongst artists, performance arts groups and other creative and digital companies for affordable spaces.

7.8 Recognising that a more bespoke approach may be needed to fully realise the ambitions regarding Cultural Education and a Manchester Cultural & Creative Curriculum – there are plans for a new separate group with a Cultural Education focus to be formed.

## **8 Audience Development Working Group**

8.1 Cultural organisations have delivered unprecedented levels of audience growth in recent years and attracting paying audiences to concerts, performances, events and exhibitions provides essential primary income sources needed to support the high quality work being promoted in the city. In addition, for the sector to reach the depth and breadth of audiences described in the Cultural Ambition, reaching more successfully than ever into the city's neighbourhoods - a coordinated approach to audience development is key.

8.2 The Audiences Group has been established to look at the challenges and opportunities for collaborative work on audience research, use of intelligence and joint promotional activity. It has been arranged on a Greater Manchester basis to include key cultural partners that make up the city region's diverse offer such as the Lowry, Imperial War Museum North and Bolton Octagon. The group is planning a symposium in December 2018 looking at current audiences and potential audiences as the start of a big-data project.

8.3 This work will build on existing joint working between cultural organisations, Marketing Manchester and the city's hoteliers, which has led to a number of exciting campaigns to attract visitors to Manchester and to engage them in our cultural offer whilst they are here. One of the outcomes of this work has been the creation of

Culture Hosts, a shared listings database / platform that allows partners to upload event and venue listings online. Culture Hosts supplies listings to the online magazine creativetourist.com and generates bi-weekly What's On cultural briefing notes to local hotel partners and front of house teams.

8.4 With this in place, and the breadth of the cultural offer now available in digital form, Manchester is in a great position to capitalise on this resource to launch a new resident facing website. Having been developed by leading sector marketers with the input of cultural partners in the city, Manchester has never been in such a strong position to effectively communicate its rich offer to the city's residents. Details of the website being scoped is featured in the Widening Access Report also presented to this Communities and Equalities Scrutiny Committee.

## **9 Conclusion**

9.1 The articulation of the city's cultural ambitions in a strategy plays an important role in enabling cultural partners to work collectively on new and innovative ways of working, and make a clear signal to external partners, including funding bodies, about the city's commitment to arts and culture.

9.2 The Cultural Ambition 2016 – 2026 shows a clear connection between the ambitions of cultural organisations and the Council's own priorities on Widening Access and Participation, and demonstrates how the sector can support the delivery of the Our Manchester Strategy.

9.3 The Cultural Leaders Group is currently reviewing implementation in of Cultural Ambition in the light of recent changes to the strategic environment. This is with a view to sharpening focus and increasing the rate of change and delivery in order to increase effectiveness as resources become more scarce and the landscape more challenging. There is also a strong desire to keep Manchester at the forefront of innovative and collaborative practice in arts management in the UK and beyond to ensure that good value is delivered to audiences, participants and communities.

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Manchester International Festival

**Report of:** Deputy Chief Executive

**Summary**

This report provides a picture of work carried out by Manchester International Festival (MIF) to widen participation since the last Festival in July 2017.

**Recommendation**

The Committee is invited to note the report.

**Wards Affected:** All

**Alignment to the Our Manchester Strategy Outcomes (if 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	MIF supports economic growth by substantially raising the city's profile, drawing in national and international visitors and attracting inward investment by positioning Manchester as a leading cultural city with an ability to showcase major large-scale events. 504 staff were contracted to work on the 2017 Festival which had an economic impact of £40.20 million; The Factory is projected to create almost 1,500 full-time jobs and add £1.1 billion to the city's economy over a decade. We are focussed on diversifying our staff base, increasing representation from within the city of Manchester and from diverse communities: 28.5% of our current workforce are now from the City of Manchester, with 72.5% from Greater Manchester; we've seen a 40% increase in ethnic diversity, a four-fold increase in disability representation.
A highly skilled city: world class and home grown talent sustaining the city's economic success	MIF delivers world class training placements and programmes working with schools, colleges, universities and training providers across the City and world. We have recently appointed 3 new posts to drive this area of work including 4 new

	<p>traineeships aimed at harder-to-reach groups, new talent development programmes for local artists, work introductions for Care Leavers, collaborative sector-based work academies to broaden access to entry level roles, local, national and international placements and training projects and driving a new Cultural Skills Consortium to establish 50 new and world-class creative apprenticeships by the time The Factory opens. Within all of this activity there is a focus on making arts careers more accessible and attractive to Manchester's residents.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>MIF has grown and extended its audience and engagement programmes significantly over the past year to connect with more diverse communities. We have a new Youth Forum and a significantly more diverse Board; we now deliver engagement work year-round, all across the City - including MIF socials, micro-Festivals in people's houses, MCC library meet-ups and talent development opportunities. We co-design our work with a growing community of almost 1500 individuals who want to help shape our work and our MIF volunteers continue to support us year round. We create new cultural experiences, creative capability and networks for our local communities and have been shortlisted for a number of cultural and community awards including Creativity in the Community at the Manchester Be Proud awards.</p>
<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>Manchester International Festival plays a significant role in making Manchester a liveable city and a great place to live, work and study. Our widening participation work drives local cultural enjoyment and new audience development, and skills development, health, wellbeing, education and learning were all evident as key outputs. Commitment to social and environmental sustainability runs through all of our activity; carbon literacy training is now mandatory for all permanent staff and we are committed to reusing or recycling 75% of our props and sets with no more than 15% of waste from Festival Square going into landfill.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>MIF aims to be a world-leading Digital arts organisation with technology at the heart of what we create, how we reach people and how we build our partnerships. Our 2019 Festival programme will include new and ambitious digital partnerships, art, live-streams, skills development and platforms that support growing digital industries and</p>

	<p>infrastructure in the city. During the 18 days of the 2017 festival, we reached over 10.3million people in 160 countries worldwide through our social channels and websites. Our work continues to tour globally reaching international audiences of 130,000 since July 2017 and helping to build new partnerships and inward investment into the City. Every month in 2018 there is an MIF show being presented somewhere in the world.</p>
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**Background documents (available for public inspection):**

None

## 1.0 Executive Summary

*'One of the leading worldwide incubators for new, cutting-edge art. Though the festival has an international outlook and reputation, it also showcases Manchester stories and talent.'* New York Times, June 2017

- 1.1 This is a time of unprecedented change for Manchester International Festival (MIF) as the organisation prepares to deliver its next Festival of world-class contemporary art in July 2019 and develops the capacity to run The Factory – Manchester's new flagship cultural venue and one of the most exciting cultural projects happening across the world.
- 1.1.1 The work of The Factory will be informed by staff, participants, audiences and artists who reflect the vibrant diversity of our global city. We are proud to already involve a wide-ranging community in our decisions, programmes and plans for MIF and will extend this even further over the coming years. Whilst continuing to be a globally significant international arts Festival **MIF17** was the most open and accessible edition to date attracting more diverse participants and audiences than ever before and welcoming close to 5000 local residents to be an integral part of their City's Festival through volunteering, participation, skills, training and development activity.
- 1.1.2 Since then we've made even greater strides to broaden our reach. **Organisationally** we've established a **new MIF youth forum** of 20 young people from across Manchester; we've made 9 new board appointments including **our first young person's board member Amy Lawrence**, British artist and local champion **Lemn Sissay** and Wakelet Founder **Jamil Khalil**, all originally from the Manchester region and representing diverse communities. We've increased our Creative Engagement team from 5 to 7 and added a **new skills and training team** to drive a new city-wide Consortium to revitalise the creative skills, training and employability agenda across the City. Internally we've seen a **40% increase in ethnic diversity** and a **four-fold increase in disability representation** through making our jobs more accessible and higher profile to more diverse communities. We are now projected to be ranked 10 out of 100 for Equality and Diversity amongst Arts Council England's Band 3 National Portfolio Organisations.
- 1.1.3 Over the past year we've grown and extended our audience and engagement programmes to connect year-round with more diverse Manchester communities. We invited one of Belgium's leading children's theatre companies to perform to **557 people from Manchester schools and families** at the Manchester Communications Academy in Harpurhey; also delivering workshops and placements on the show to **158 young people from North Manchester schools**; we've forged international connections between **117 young Mancunians** and New York's The DREAM Ring via *BREATHE* – a street dance and spoken word activity in Hulme, with similar numbers to come in Harpurhey this November; we've co-presented a national conference in Manchester for 150 young creative leaders (including 10 young leaders from our city who attended for free and over 2000 additional online viewers); we're currently inviting **500 young Mancunians** to attend our pre-Factory music gigs



for free in November 2018; and we continue to work with **refugee and asylum seeker** groups, and **Homeless** groups, through our ToGather and Manchester Street Poem legacy work, with a key role in the International Arts & Homelessness Festival this coming November. We have been shortlisted for 4 Manchester Culture Awards and a Be Proud award for Creativity in the Community.

- 1.1.4 Alongside this we've supported residents from **Hulme, Whalley Range, Crumpsall, Ancoats, Cheetham Hill, Moss Side, Ardwick, Beswick, Levenshulme, Wythenshawe, Old Trafford, Chorlton and Deansgate** to plan their own micro-international Festival via our ***Festival in My House*** initiative. This uses the knowledge and skills of the MIF team to help individuals and communities develop an original and ambitious Festival idea and deliver it within the homes and community spaces of Manchester residents, helping to build local skills and knowledge of creating and producing live events. 10 editions of Festival in My House have so far taken place in 10 different wards across the city. Each Festival has been different and has showcased the unique creativity and culture of a particular Manchester individual or community. This has included **Grime artists from Hulme, the Ukranian community in Wythenshawe, African and West Indian culture in Moss Side, Pakistani wedding culture in Crumpsall, slam poets in Old Trafford and Latin-American dancers in Cheetham Hill**. FIMH is open to all: 14 people have hosted a Festival and together they have worked with over 50 local artists, performers and food providers as well as welcoming over 500 audience members. As we head towards the next MIF in July 2019, Festival in My House is expanding into Greater Manchester and we are continuing to work with the people of Manchester through a new initiative, Festival in My Neighbourhood, where individuals or groups partner with each other in a communal space (such as a local park, library, place of workshop or community centre) to plan and host their own micro-international Festival.
- 1.1.5 Beyond our flagship, now year-round creative projects we've delivered a series of community socials to expand our reach. These have so far taken place in **Moston Miners Club, Hulme Community Garden, The Wonder Inn, PLANT NOMA, Old Granada Studios and Leaf** and been attended by close to 1000 people drawn from communities across the City. We've held additional sessions to **co-design our creative engagement** programmes and developed a new pilot partnership with **MCC Libraries** to connect with new people via their local library spaces. As part of this work we've already employed over 20 local artists and connected with a wide range of local people with plans for significant expansion in the lead up to the Festival next July.

- 1.1.6 All MIF engagement activity is free, open to all and connects MIF more deeply and regularly with more diverse communities in the city. We are seeing our reach and profile across the city grow and have employed a new **Cultural Connector** to develop this further. As we head towards our next edition we've also reduced the cost of our discounted tickets for Manchester residents on a lower wage from £12 to £10, and plan to launch a new young person's scheme offering exclusive access to Festival events and cultural activities.
- 1.1.7 As we develop our capacity to run The Factory, we are making good progress with our commitments to new **skills and training** pathways making arts careers more accessible and aspirational. This includes: a **new skills and training Director and Coordinator** focusing on the development of a **new city-region-wide Cultural Skills Consortium** which by the time Factory opens will employ **50 apprenticeships** on a transformational new development programme working across the City. Work under development also includes new **sector-based work academies** to support out of work or vulnerable residents to access their first roles in the arts; **4 new traineeships** at MIF (to be advertised in October 2018) and the development of new national cultural apprenticeships with Manchester cultural employers taking the national lead.
- 1.1.8 The totality of this work aims to ensure that as we head towards MIF19 and The Factory we continue to deliver an internationally significant arts Festival bringing national and international profile, visitors and investment to the city, whilst ensuring that MIF's work drives cultural engagement, training, skills and new audience development for the benefit of all of our City's residents.

#### **Feedback on MIF Creative Engagement activity:**

*'MIF is lifting the culture out of the city and putting it on a pedestal' Young local artist*

*"This was a long journey with an amazing ending. Never experienced anything like it". Participant with BREATHE*

*"Studio Orka's production of INUK was so incredibly brilliant. An extremely engaging quartet of actors. It was completely captivating privileged to be hosting it at @ManComAcademy in conjunction with @Z\_arts\_mcr @MIFestival"*

*"Never heard of MIF, never bothered with it, arty farty. I just thought it was all Tracey Emin and him who put that cow in that water stuff. Art just never interested me. Street Poem was brilliant; it really got a message out to a lot of people about the homeless and my role was kind of saying what it's like on the street and what these people are going through, with the experience I've got. I walked away with a new way of explaining homelessness to people" Manchester Street Poem*

*"Olia is my neighbour so I got an invite [to Festival in My House] via the Something Ukranian website. I must say Ukranian Culture and music was fantastic. I'm South African so it helps me learn a little bit about my new community and the diversity we have." FIMH audience member*

*“I am here to have my first ever performance, taking a leap and putting myself out there really and not hiding.” Local spoken word artist for Slam Poetry Festival in My House.*

*“[The host] opened up his home to his immediate neighbours, to warm his community up to what he does and introduce them to him. Sometimes people can misunderstand each other and people can have preconceptions and stereotypes about each other so there is still room for people to open up their door and say come in, share some food, listen to some music and break the ice a bit.” Co-curator FIMH.*

## 2.0 Detailed information

### 2.1 Organisational development

#### Key progress:

- 2.1.1 9 new Board appointments in Autumn 2017 including **a new, young person’s board member - Amy Lawrence**, the artist **Lemn Sissay** and Wakelet Founder **Jamil Khalil**, all originally from Manchester and its surrounds and representing diverse communities;
- 2.1.2 **a new MIF Youth Forum** to ensure the voices and ideas of young people are represented in MIFs work and planning; this will shortly be joined by **a new People’s Panel** with a similar remit and feeding into MIF’s Artistic Director, creative and communications teams;
- 2.1.3 **a significant expansion of the Creative Engagement team** at MIF from 2FTE in 2016 to 7 FTE in 2018 including new roles of **Cultural Connector** (working on the ground across the city to connect more widely), **Community Producer** (working with communities and individuals to enhance their own creative capability) and **Talent Development Manager** (working to build mutually supportive connections between MIF and local artist communities). The team now deliver an enhanced, year-round programme outlined in Section 3.
- 2.1.4 **a new skills and training team** including a Director-level appointment to drive a progressive new cultural skills and training agenda both within MIF and The Factory and across the city;

2.1.5 **enhanced recruitment processes** to increase the number and diversity of applicants. This has led to:

- a 40% increase in ethnic diversity amongst MIF employees in 9 months (MIF is now above the ACE, NPO, GM and UK figures);
- an increase in disability representation among core staff from 1% to 4% (now in line with the ACE NPO figure);
- a more even representation of age amongst staff at MIF;
- a 10% increase in staff who define as gay/bisexual/other (comparing very positively in comparison to ACE, NPO and Overall UK Workforce statistics).

2.1.6 **just under 200 individuals** attended two informal open evenings at MIF offices to meet the team and explore job opportunities available.

2.1.7 a projected\* ranking for Equality and Diversity amongst Arts Council England's top tier (Band 3) National Portfolio Organisations of 10 out of 100

*\*MIF is not currently included in these rankings due to previous work force size.*

2.1.8 Additionally, MIF has stepped up its role in strategic, city-wide collaboration on creative engagement, training and skills by convening and coordinating networks of cultural and education professionals, in particular the Local Cultural Education Partnership and the Creative Engagement network. This includes working with **MCC's Intelligence Hub** to develop an online resource to support mapping and coordinating where cultural organisations are developing engagement work across the city to address issues around cold spots.

## 2.2 **Audience development**

### **Key progress:**

2.2.1 A number of artistic events and audience development activities have been delivered outside of the core Festival dates to connect with and develop new audiences (including local family audiences from focus areas, young people and national and international visitors). Examples include:

- **Family audiences:** in July 2018 MIF and Z-arts presented performance by one of Europe's most prestigious theatre companies - Studio ORKA – at the Manchester Communications Academy in Harpurhey. The show, performed in a specially built set inside a shipping container on site at the school, was performed to 557 people with a further 158 young people engaged in workshops or education placements. Students from the Academy received front of house training to welcome audiences and gained invaluable insight into the roles and responsibilities of MIF staff in Technical Production, Producing and Press. Our Creative Engagement team and Z-Arts hosted a range of drama workshops with Manchester Communication and Primary Academy in Harpurhey to promote student understanding of INUK as well to invite their families to the performances. The school also hosted a special VIP opening

night for students where craft activities were offered inspired by the performance.

- **Young People:** MIF has continued to collaborate with New York's The DREAM Ring to bring **BREATHE** - a dance and spoken word competition in which pairs of dancers and poets battle against each other – to Manchester. This Autumn sees the second instalment of the collaboration taking place at Factory Youth Zone in Harpurhey. This follows its first presentation in Hulme in April 2018.
- **Trailblazer events** for The Factory take place in October and November 2018 aimed at developing new audiences in the Under 26's (MIF vs The Warehouse Project) as well as attracting new national and international visitor markets (*Everything that happened and would happen*). This includes inviting 500 young people to attend the artist Bugzy Malone's gigs free of charge in partnership between MIF and with youth groups across the city region.
- In September 2018 MIF is co-presenting in Manchester a national conference aimed at aspiring and emerging cultural leaders, change-makers and creative entrepreneurs under 30 years of age. Featuring a dynamic programme of leadership insights and thought-provoking debate, with the space to network and exchange ideas, **Emerging Futures 2018** tackles the key issues of our time – **technology, cultural democracy, wellbeing and leadership** and is presented with the Clore Leadership Programme. A number of bursaries have been made available for young leaders from Manchester who might not otherwise be able to attend to ensure their place.
- In October 2018 MIF will **launch the first of its new commissions for 2019** and we are hard at work with partners to plan audience development strategies for each new event. Alongside the launch of our new programme we will continue to offer **£10 tickets for Greater Manchester residents on a lower wage** and will also launch **a new Young Person's Scheme** offering ways for more of our region's young people to gain exclusive access to Festival events and cultural offer.
- MIF continues to attend and contribute to key cultural and community events in the city to raise awareness of our cultural offer; including, for example, the recent Festival of Manchester. We continue to work with our partners from Manchester Street Poem to imagine what **a homeless friendly Festival offer** would look like, and we continue to work with our refugee and asylum seeker participants from ToGather to better understand and plan how they might access and be a part of MIF19.

## 2.3 Creative Engagement

- 2.3.1 MIF's creative engagement programme experienced unprecedented growth in MIF17 as part of a strategic shift to increase the depth and range of connections across the city. Record numbers of residents took part and the team worked with **68 different education partners. Members of the public were involved in 57 performances** across the Festival. Seven of the

Festival's key commissions included participatory activity, with three commissions having Manchester residents at their core.

- 2.3.2 This activity enhanced a sense of place, ownership and legacy for the Festival as communities and artists were brought together in new, transformative and powerful ways. **Skills development, health, wellbeing, education and learning were all evident as key outputs.**
- 2.3.3 This work has continued since the closing of MIF17 so that alongside the biennial international festival, a year-round calendar of activity now takes place across Manchester including **regular MIF Socials, library meet ups, micro-festivals in people's homes and opportunities to develop your talent.** This new programme of work is **FREE, open to all** and serves to connect the work of the Festival more deeply and regularly with more diverse communities in the city.

#### **Key progress:**

- 2.3.4 Growth in membership of MIF's Creative Community: currently 15% of our participatory community (approximately 500 individuals) are from those areas within Manchester considered a focus (referred to as key wards). This suggests that good progress has already been made in encouraging individuals living in these key wards to become involved; a map based on postcode analysis helps indicate both those areas of the city where further Festival activity might help build interest, such as Crumpsall, and areas which are relatively cold and might need more focused attention, such as parts of East Manchester and Wythenshawe;
- 2.3.5 Engagement of Manchester residents in shaping our programme of work: through co-design and consultation sessions taking place throughout Autumn 2017 to share ownership of MIF programmes and to explore ideas and interest in MIF evolving its existing programmes of work to greater support communities to develop their own creative capacity.
- 2.3.6 Festival in My House, which helps people in Manchester to create micro-festivals for their own community (and helps them to develop festival and event management skills in the process) has to date delivered 10 editions with 12 more in planning; a new initiative Festival in My Neighbourhood extends the model beyond individuals to groups of people planning a micro-festival for their community. FIMH activity has already, or is planned to, take place in the following wards: Hulme, Whalley Range, Crumpsall, Ancoats, Cheetham Hill, Moss Side, Ardwick and Beswick.
- 2.3.7 Quarterly socials act as touch points for engagement year-round and take place across the city; to date these have included activity in Leaf, The Wonder Inn, PLANT NOMA, Old Granada Studios Moston Miners Club and Hulme Community Garden, employed a range of local artists and attracted close to 1000 attendees.

- 2.3.8 A new partnership with MCC Libraries pilots the potential for further MIF meet-ups in libraries across the city; our next event is on 12th November at North City Library.
- 2.3.9 Pre-Factory events and activity provide further opportunity for engagement including, for example, 15 individuals participating in the rehearsals of Heiner Goebbels Everything that Happened and would happen.
- 2.3.10 A programme of creative engagement and participatory commissions continues to be developed for MIF19 which will again include local residents creatively collaborating with artists from across the city and the world. In collaboration with Laing O Rourke this will include a new programme of creative engagement around the construction of The Factory which will commence in January 2019. To date there are 12 commissions that have some element of participation or engagement as part of them.

## 2.4 **Skills and Training**

### **Key progress:**

- 2.4.1 MIF welcomes **3 additional posts to lead on skills and training** in September 2018: Jocelyne Underwood joins the team from Laing O Rourke as **Cultural Skills and Training Director**, Katy Egan-Daynes, a former teacher, joins us as **Cultural Skills and Training Coordinator** and Punam Ramchurn, formerly Director of Rochdale Literature Festival, joins as **Talent Development Manager**.
- 2.4.2 **Cultural Skills Consortium:** In the lead up to Factory MIF will convene and coordinate a local Cultural Skills Consortium to develop a collaborative approach to apprenticeships and training. Envisaged to work across the full range of cultural sector employers - including publicly subsidised and private entities from large-scale to lone-trader – its aim to redefine and radically improve the creative training pathways and outcomes for young people in our city.
- 2.4.3 **Pre-employment training:** MIF is coordinating a group of local cultural employers in an exploration of bespoke pre-employment training for jobs in the creative industries. Developed with The Skills Company this would offer individuals currently out of work and in receipt of benefits pre-application training and a guaranteed interview. MIF is additionally working with Spectra to develop **pre-employment experience and support for Care Leavers**.
- 2.4.4 **Traineeships:** MIF will offer 4 bespoke traineeships for the 2019 Festival. Running from January to August 2019 these will be available for harder to reach groups, paid at the national living wage and recruited specifically from communities across Greater Manchester. The traineeships will inform the ongoing development of MIF's Apprenticeship offer as we head towards The Factory.

- 2.4.5 **Creative Producer Apprenticeship:** MIF is convening a group of leading cultural employers (13 from the North West plus 3 from the rest of the UK) in the development of a new Creative Producer Apprenticeship standard. This new apprenticeship will open the door to one of the most exciting and rewarding careers in the creative industries and will support young people in Manchester to better understand the routes to and rewards of these careers.
- 2.4.6 **Local Cultural Education Partnership:** MIF has taken a significant role in convening and coordinating the Local Cultural Education Partnership in collaboration with the bridge organisation Curious Minds, investing staffing resource and securing funding to support its development and coordinated group activity. The group is in its infancy but its vision is to establish a cross sector partnership that works together to join-up and improve cultural education for children and young people in their local area.
- 2.4.7 **Volunteers:** MIF's volunteer programme continues to contribute to Manchester's reputation as a leading cultural city, creating an engaged and active community around the Festival who are brilliant advocates for the city. In October and November 2018, 40 volunteers will support MIF's pre-Factory commissions by Heiner Goebbels and MIF/Warehouse Project and our full volunteer programme will recommence in Spring 2019.

## 2.5 **Summary and Forward Ambitions**

- 2.5.1 MIF has significantly widened its participation since 2016 and continues to make great strides in this area. The work, which remains in its infancy, is already attracting a broader demographic of people to MIF's organisation and its activities as evidenced by statistics from our organisational, creative engagement and audience development programmes.
- 2.5.2 As we head towards MIF19 our goal is to continue to deliver world-leading and inspirational new art that attracts international profile, creativity and investment to Manchester whilst ensuring that the all of the people of Manchester can find ways to creatively access and benefit from this work.



**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Volunteering / Timebanking Update - Our Manchester in action

**Report of:** Chief Operating Officer - Neighbourhoods

### Summary

Building on the Volunteering and Timebanking report that was presented to Committee in December 2017, and given the significant role both activities continue to play in supporting the delivery of the “Our Manchester” approach, this report provides a brief update on progress and the ongoing work programme.

It also includes an overview of the work that is underway on identifying & working with community based assets (people, buildings, spaces), which the whole report is predicated on, to reiterate the neighbourhood focus.

### Recommendation

Members are asked to note and comment on the report, and for Officers to report back in Spring 2019.

**Wards Affected:** All

### Alignment to the Our Manchester Strategy Outcomes (if applicable)

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	This report provides an overview of how residents, businesses, the voluntary & community sector and public sector, are all playing their part in making sure Manchester’s economy (citywide / neighbourhood level), continues to thrive.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	People are offering their skills / developing new ones to benefit the City and its neighbourhoods. The report outlines examples of this and the ongoing opportunities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	People are significant assets throughout the City and in the heart of neighbourhoods. This report highlights how they are being engaged, building confidence, developing skills, and improving their health & wellbeing and employment chances.

A liveable and low carbon city: a destination of choice to live, visit, work	People have pride & respect for their city and where they live, by offering their time/skills. This report brings this to life and shows the impact they have on the City neighbourhoods.
A connected city: world class infrastructure and connectivity to drive growth	The report highlights how the approach is connecting people to what Manchester has to offer, and how they are shaping the City to be what it is.

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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.

Overview of Volunteering Activity in the City- Communities & Equalities Scrutiny Committee (4th January 2017);

Timebanking- Opportunities to expand the approach throughout the City (7th December 2017)

## 1.0 Introduction

- 1.1 Set within the context of the Our Manchester Strategy, previous reports to this Committee have provided a snapshot of how residents, businesses and the Voluntary & Community Sector, were all volunteering significant amounts of their time, demonstrating a strong sense of citizenship and pride in their City. This whole approach is the “Our Manchester” behaviours in action- people working together and trusting each other, being proud & passionate about Manchester, listening to each other and building from strengths, and “owning it” & not being afraid to try new things to make things even better;
- 1.2 Over the past year, thousands of residents have continued to engage in volunteering and Timebanking activity, new ways of working have gone live to make it easier for people to get involved, and work has progressed on a more strategic approach to engage even more people. From progress, it is still very clear that people engage for many different reasons. This ranges from wanting to give something back to where they live and work, making a difference to the people around them, developing new skills to help with employment / career aspirations, building confidence, improving health & wellbeing, and making new friends. Without volunteers and the sharing of skills, it remains clear that some activities would not happen.
- 1.3 This report provides a snapshot of progress on 1) how we are embedding volunteering opportunities where we can, 2) impact of the City Council’s Employer Supported Volunteering Policy for Officers; 3) our ambition to work towards Manchester becoming the first Timebanking City of the UK; and 4) the multi-agency work on mapping / working with community assets. All with a focus of ensuring that residents, businesses, the Voluntary & Community Sector, and public services, can continue to play a major role in the City.

## 2.0 Volunteering:

### **Progress on encouraging more Volunteering activity throughout the City**

- 2.1 The Manchester Volunteer Centre (MVC- funded by the City & operated by Macc), continues to match residents with organisations across the whole City. Since January 2018, a further 560 residents have volunteered (over 19,000 registered) in a range of areas: health & wellbeing, education, homelessness, youth activities, age-friendly, plus much more. MVC is part of the current Infrastructure (capacity building) Contract between the City/Macc and this will be subject to joint review with the Manchester Health & Care Commissioning for the arrangements in place from 2019 onwards;
- 2.2 The City’s Manchester Volunteer Inspire Programme (MCRVIP) continues to match volunteers with sports, leisure & events opportunities (3,000 residents registered/900 active this year). Volunteers have been involved in unique experiences such as the Manchester Day Parade, the new Festival of Manchester, Trees of Hope, sporting competitions+, and they truly make the activities even more memorable for everyone involved;

- 2.3 The IT developer has now been appointed to expand the MCRVIP system to cover the rest of the Neighbourhood's Service offer. This approach is all linked to what residents can actually see / the look & feel of their neighbourhood, and is about simplifying how we recruit, develop and recognise the commitment of volunteers (residents/businesses) within the Directorate given all the crossover. As well as sports, leisure & events, it will now include the offer at Libraries, Culture & Galleries, Parks/Green Spaces, Grounds Maintenance, Neighbourhood Teams, Street Cleansing, Waste & Recycling, and Compliance & Community Safety. The expectation is that it will go live by March 2019 (with testing in between). In addition, Officers have already liaised with colleagues in Children's Services, regarding opportunities to expand the system even further within the Council;
- 2.4 In the above areas, there are many residents already involved: a) Libraries- over 360 people contributed 21,000 hours over the past year (IT Volunteers, family history researchers, supporting events, digitising photographs, teenage Reading Hacks+) and some volunteers have become Library staff; b) Galleries have seen 100 volunteers/4,000 hours- event support, tours, archives, collection data & exhibition research+); c) Parks/Leisure- thousands remain involved in Friends of Parks Groups / Sports Clubs; and d) Neighbourhoods- hundreds of volunteers involved in the Great British Spring Clean weekend, litter campaigns, Keep Manchester Tidy campaign and In Bloom;
- 2.5 The Our Manchester VCS Fund went live in April 2018 (3 year funding programme) and 62 groups/organisations across the City, received funding. The focus is on providing community facilities, one to one/group support (mental health / age-friendly, befriending+) and ensure the VCS in fully involved in what happens in their neighbourhood. All 62 rely on volunteers in the governance and actual delivery, and this was a key component of the assessment criteria. Each organisation has a link Officer from the City, who liaises with the group to ensure they are linking in with the right people / activities, and they can take advantage of any opportunities;
- 2.6 Also in April this year, the Youth & Play Fund went live with groups across the whole City securing funding to ensure young people have access to high quality youth/play services in their area. Through match funding from the national #iwill Fund, young people being involved in social action & volunteering is even more embedded in the core offer. Examples relate to mentoring, addressing issues that matter to them e.g. the environment/safety, fundraising, libraries, sport, being members of the Manchester Youth Council or Greater Manchester Youth Network+. Since April, over 1,700 young people have taken part in social action in the City, and the target is 7,000 by March 2020;
- 2.7 Back in March this year, the new citywide Our Manchester Business Forum was launched with employers who are part of employment networks across the City (North Manchester Business Network, South Manchester Enterprise Network and BW3- Businesses Working With Wythenshawe)- Barclays, Bruntwood, UK Fast, Jacobs, DWF Law, Juice Academy, Price Waterhouse Cooper, Equitis Engineering, Manchester Airport+. The focus is very much on

the Corporate Social Responsibility (CSR) agenda and how businesses / employees can engage with the communities they are based within. Examples relate to employees mentoring young people, engaging care leavers in work placements, donating funding or equipment, helping to modernise community spaces, joining a committee/board, plus much more. The focus now is on identifying further opportunities for CSR activity at a city/neighbourhood level, and engaging even more businesses in it. Officers from the Work & Skills Team and Neighbourhood Teams, will continue to be involved with this. In addition, the City Council is well underway with a refreshed Employer Supported Volunteering policy, and this is covered below.

- 2.8 As stated above, without volunteers and the sharing of skills, the City would look different. As a Council, we are committed to continuously recognising / celebrating the energy & commitment of volunteers all year round, as this is Our Manchester approach in action. Since January, some examples relate to: a) Saying thank you as things happen, in the Manchester Evening News (every week), social media, face to face+; b) Commonwealth Summit (April) - as part of the global activities, Manchester celebrated 16 years on from 2002 Commonwealth Games, by bringing residents who volunteered at the games, together, to tell their stories of where they are now; c) National Volunteering Week (June) with events in Central Library and across the City; and d) relaunch of annual City Council award ceremonies e.g. Sports Awards (27/10), new Cultural Awards (14/11), and Be Proud (16/11), as well as those through partners e.g. Spirit of Manchester Awards (Macc- 4/10), and the Youth Buzz Awards (24/11);
- 2.9 In terms of the City Council award ceremonies, this year, a more co-ordinated approach has been progressed from a sponsorship perspective (public/private sectors- links to the corporate social responsibility agenda). However, for 2019, an overarching strategic approach will be progressed for these ceremonies (sponsors (social value links), categories, & maximising media impact), which will fully complement a refreshed “all year round” approach to recognising / celebrating the commitment of volunteers.

### **Employer Supported Volunteering Policy- Manchester City Council**

- 2.10 From a City Council perspective of playing a more direct role in the volunteering agenda, back in October 2017 through the “Our People” Strategy, the City relaunched its “Employer Supported Volunteering Policy”. This was to fully support the Our Manchester approach and social value agenda, and was focused on facilitating the Council’s diverse workforce to volunteer in Manchester’s diverse neighbourhoods (gain a greater understanding/exposure to them). The strong support for this came directly from Officers, BHeard Survey and Listening In Action sessions;
- 2.11 Officers can now take 3 days volunteering leave per year (an increase from 1), and the offer is very much part of About You discussions, as the opportunity must a) Contribute to personal development; b) Contribute to the Our Manchester approach / social value priorities; and c) Benefit the City (either directly or by building the knowledge and experience of the workforce);

- 2.12 The Council has many skills / specialisms / assets it can share (which normally communities need to find money for). For example: communications, ICT, finance, legal, project management, health & wellbeing, working with young people, HR, managing green spaces, holding events, business planning, fund raising, getting involved in clean-ups plus much more. However, this is also about Officers learning / developing new skills by working with others. To match Officers with opportunities, there is a portal on the Council Intranet (with Macc who host it), and key progress is outlined below;
- 2.13 Since October 2017, over 220 Officers have volunteered over 1,500 hours (and increasing all the time). Examples link to what is outlined in the rest of Section 2 and priority groups for the Council, and the organisations involved relate to: Manchester Mind, Factory Youth Zone, Homelessness Charities, The Booth Centre, Friends of Broadhurst Park, Back on Track, WeloveMCR Charity, Festival of Ageing, The Longford Centre, Aspirational Mentoring of 16 year olds, plus much more. Officers also engage in broader (public sector) volunteering such as School Governors, Fire/Police reservists+, and are supported in this;
- 2.14 A recent survey of Officers taking volunteering leave highlights how greatly they have valued the opportunity, with over 99% saying they would recommend volunteering to others, and 80% confirming they intend to volunteer again in the future. The survey also shows providing volunteering leave often creates longer-term volunteering relationships with 52% of people saying they will continue to volunteer for the same organisation in their own time. In October, the progress and this feedback is being used to promote volunteering to Officers to coincide with the first anniversary of the refreshed policy and encourage more to get involved. In November (2nd), the annual Awards for Excellence ceremony is held, where this year, there have been many nominations linked to Officers giving something back to the community.

### **3.0 Timebanking:**

- 3.1 Like volunteering, people engaged in Timebanking activity, is not new, and there is a difference between the two. With volunteering, in general, the person does not expect anything in return. For Timebanking, they do. As a recap, Manchester's neighbourhoods are full of individuals and groups with an amazing range of skills, gifts, hobbies and talents. Sometimes, these can often go undiscovered and undervalued, but play a huge part in helping those communities function- Our Manchester in action. Timebanking is about harnessing these and increasing "mutual support" and "reciprocity" in the heart of neighbourhoods by using the person's skills & interests, without having to find or fit in to a volunteering role, and is flexible without having to make any regular commitment;
- 3.2 It links local people, from all walks of life or circumstances, to share their time & skills by "depositing" their time to give practical help and support to others, and then "withdrawing" their banked time when they need help or support themselves from someone else. Everyone's time and skills are valued equally- 1 hour in for 1 hour back. Examples relate to gardening for a spanish lesson,

delivering leaflets in exchange for using meeting rooms, cutting hair for cake baking, painting for a drafting a legal letter, plus much more;

- 3.3 The benefits of Timebanking continue to be immense, as evidenced from those already operating in the City, particularly Real Neighbours- Wythenshawe and Community Timebank- South Manchester. A further two in North Manchester are now reviewing the way forward (resourcing) - Harpurhey Timetraders / Manchester Communication Academy- Harpurhey/Collyhurst. They build community cohesion, social networks of people, members gain equal access to resources that might be typically beyond their means, and people are able to solve their own challenges at particular points in their life;
- 3.4 To work towards our ambition of Manchester becoming the first Timebanking City in the UK, progress has focused on liaising with Timebanking UK (national charity supporting Timebanks), the Deputy Leader (Cllr Sue Murphy who will chair the Working Group), Macc and other bodies linked to funding streams:
- Developed a funding application to the Our Manchester Investment fund. Subject to approval, the focus to March 2020, is to 1) create a Timebanking Network for the City; 2) support the growth of existing and help develop new Timebanks where there is community interest (sustainability / resources); and 3) test whether the Timebanks could be underpinned by a digital currency / social coin for a secondary, non-money economy that will create inclusive, community led opportunities for self-help, mutual support and community building, as well as maximising spend in the City's economy;
  - There are examples of social coins across the country- Hull Coin/ Lewisham Local, and the City will be liaising / learning from both. The Hull Coin is the world's first Loyalty Point, and coins are earned by getting involved in great things in the community (volunteering / Timebanking+), and then getting discounts with local businesses / other assets in the City;
- 3.5 At the previous meeting, there was a discussion on whether the Timebank for Carers in London (Westminster), could be an approach considered for Manchester. This is designed to give carers the chance to share skills, knowledge and experience, make friends and build communities. The skills offered include visiting/appointment escorts, gardening, language lessons, form filling and social/recreational events. Since the meeting, there has been significant changes in Manchester in terms of the Local Care Organisation (LCO), Manchester Health & Care Commissioning and the single Hospital Trust, as well as the OM VCS Fund going live, which has provided funding to many organisations linked to helping other people (Burnage Real Neighbours, North Manchester Black Health Forum, Age Concern, Wai Yin+). The Manchester Carers Network was also successful with this funding, and as an organisation, helps to improve carers' health & wellbeing and reduce breakdown, peer mentoring, respite/carer's breaks, plus much more. Now these changes are in place and considering the Timebanking City ambition, Officers will take stock, work with partners such as GPs, Manchester Medical

School and other public services, to determine the options (prevent any duplication).

#### 4.0 Community Asset Mapping:

- 4.1 Across the City and in the heart of every neighbourhood, there are many community assets, and this whole report is predicated on them. This section, in a way, integrates / summarises what this paper / overall approach is about. Assets can be anything- from People- who help their neighbours / neighbourhood; Buildings- community centres, health centre, libraries, leisure centres, schools; Spaces- public squares, parks; Groups- residents associations / neighbourhood watch; Networks- neighbourhood forums / business networks; and Businesses- as employers. Officers at a neighbourhood or Citywide level (frontline/behind the scenes) and partner agencies, have an awareness of who they are, but are all different based on their particular work area;
- 4.2 The City Council engages with community assets in many different ways e.g. from conversations about what is working well, could be improved and their role in making things better; providing funding to kickstart ideas (Neighbourhood Investment Fund-NIF / Our Manchester VCS Fund+); providing capacity building support through Macc to set up new groups / sustain existing ones; and providing facilities for things to happen. From a buildings/spaces perspective, there is a separate agenda item on the "Community Asset Transfer" process the City has in place for when there are opportunities for the community to take on responsibility for them (& a number of successes here);
- 4.3 In addition to what has already been mentioned in the paper, key progress / ongoing work to understand who / work with community assets, relates to:
- *Bringing Services Together:* With all the changes, an approach is being progressed to have a stronger strategic / operational focus on place based working (& with community assets). It involves the City Council, Manchester Local Care Organisation (LCO), Manchester Health & Care Commissioning, Greater Manchester Police, Registered Providers+. Key elements relate to: a shared narrative for the neighbourhood (place / people); a more joined up approach to resident / business engagement (stronger relationships); strengthening the role of the community / Voluntary & Community Sector; and greater opportunities for the workforce to come together at a neighbourhood level;
  - *Public Information Group:* As there has been significant amounts of (separate) mapping on community assets across the City, this new group has now been established between the City / LCO (initially). Its focus is to "enable everybody to find out what's important to them about our city by improving the quality, quantity and reliability of community information in a way that works for all". This approach is at an early stage, and the Help & Support Manchester website (Children's & Adults), has provided a good starting point for the approach.



## 5.0 Next Steps:

5.1 Overall, the significant contribution of people to make Manchester and its neighbourhoods, even stronger, is Our Manchester in action. The City will continue to fully support this and there is a clear work programme over the next 6 months:

- Keep facilitating more and more people to get involved / volunteer;
- Continue to encourage more City Council Officers to volunteer;
- Progress our ambition of becoming the first Timebanking City in the UK, and the Social Coin opportunity (sustainability focus);
- Build on the Bringing Services Together approach to strengthen place based working and links with community assets; and
- Continue to engage in the work of the Public Information Group on community assets at a neighbourhood level.

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Improving Life Chances: Generations Together (Improving the Life Chances of Manchester Residents)

**Report of:** Deputy Chief Executive

### Summary

This report highlights the Council's commitment to Improving Life Chances for all Manchester communities, one of its strategic equality objectives. This commitment is provided as context to specific activity which has taken place and is planned around the intergenerational agenda, using the agreed Generations Together Manifesto as a basis for action.

### Recommendation

Members are recommended to consider and comment on the contents of this report.

**Wards Affected:** All

### Alignment to the Our Manchester Strategy Outcomes (if applicable)

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The corporate equality objective of Improving Life Chances is underpinned with performance metrics regarding employment for diverse resident groups.
A highly skilled city: world class and home grown talent sustaining the city's economic success	
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The corporate equality objective of Improving Life Chances is underpinned with performance metrics that promote community wellbeing and contribution / involvement. The Generations Together work described aims to unlock residents' potential across generations.
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class	

infrastructure and connectivity to drive growth	
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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.

- Manchester's Generations Together, *Communities and Equalities Scrutiny Committee - 7 September 2016*
- Equality Objectives 2016 - 2020, *Communities and Equalities Scrutiny Committee – 1 March 2018*

## 1.0 Introduction

1.1 The Council agreed it's refreshed Equality Objectives in 2016 building on its initial accreditation at the Excellent level of the Equalities Framework for Local Government. The three objectives support the aims of the Our Manchester Strategy and have, at their heart, a focus on working with the City's diverse residents to improve outcomes for all by embracing diversity and the benefits it brings. The Objectives are:

1. Knowing Manchester Better
2. Improving Life Chances
3. Celebrating Our Diversity

1.2 For a number of years the Council has recognised that delivering on equality requires an approach which is embedded across the organisation and our partnerships and which recognises that equality and what it means to people is a complex and very personal matter. In support of this, the Council has appointed a Lead member for Intergenerational matters to provide focus to work in understanding and bringing together the benefits of activity focused on younger and older people, acknowledging the Council's strong reputation here and recognising the distinct elements of these areas as well as the opportunities to align activity and discussions. - This intergenerational focus is a key underpinning feature of work across the Council's Equality Objectives.

## 2.0 Equality Objectives Update

2.1 Each of the three high level equality objectives is underpinned with a set of more specific measurable delivery aims. The objectives and their delivery aims in full are at *Appendix 1* of this report. A full and detailed update on the Equality Objectives, including a detailed analysis of key measure in relation to the Improving Life Chances objective was presented to this Committee in March and an updated will be developed for the end of this financial year.

### 2.2 Improving Life Chances

2.2.1 The Improving Life Chances equality objective and its underpinning delivery aims focus on the outcomes that contribute to improved life satisfaction and wellbeing, and the inputs required of the Council and its partners to make these happen across generations. The objective in full 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."*

2.2.2 Progress against the Improving Life Chances objective is measured against the areas of:

- health and wellbeing
- education

- volunteering, apprenticeships and pathways to employment
- family / child poverty
- community safety

2.2.3 These areas represent the clear intergenerational focus of our work on equalities and the update presented in March demonstrates the progress and impact of work here to date.

### 3.0 Generations Together

3.1 Manchester has developed a definition of Intergenerational work, which is set out in the Manchester Intergenerational toolkit:

*“Intergenerational work involves bringing people from different generations together in purposeful, mutually beneficial activities. These can promote greater understanding and respect between these generations and can contribute to building stronger communities. Intergenerational work builds on the positive resources that the young and old have to offer each other and those around them.”*

3.2 Work in this area over recent years has been progressed in two distinct ways:

1. Specific projects and initiatives aimed at bringing generations together
2. Ensuring that the organisation’s programme of equality focused events is accessible and attractive to individuals from across generations.

3.3 The projects and initiatives strand above has, in the main, been historically delivered as part of the Age Friendly Manchester Programme and has included Age-friendly City visioning workshops, supporting Manchester’s Generation’s Together symposium and developing the Manchester Generations Together manifesto (*Appendix 2* of this report).

3.4 Work to assure that the Council’s calendar of equality-focused events has been accessible and attractive to individuals from across generations has been progressed by the Equalities team. This has included consideration within the planning of a range of events such as: the Living Library even in 2016, Manchester Pride Parade and International Women’s Day.

3.5 Under the leadership of the new Lead Member for Intergenerational matters the approach described above will be strengthened. This will include identifying a number of further tangible projects for action and broadening the scope of events and activities where explicit work is progressed to assure intergenerational accessibility and appeal. - In refreshing the Council’s intergenerational activity, the Generations Together Manifesto will provide a strong basis to further this activity.

3.6 A representative steeringing group of stakeholders will be formed to drive this work, including Council officers and representatives from relevant groups including the Age Friendly Manchester Older People’s Board and Manchester Youth Council. This group will be chaired by the Lead Member for Intergenerational matters,

3.7 The work programme for this steering group will need to be jointly agreed, but some broad principles that the group will work to include:

- promote and embed ownership of the Generations Together Manifesto
- engage with Manchester communities to establish and celebrate what currently works well around intergeneration; develop case studies of good practice to share with others
- establish intergenerational activity across Wards in Manchester where this is not already happening
- assess the feasibility for a Manchester Intergeneration Network, owned and coordinated by residents with initial facilitation support from the Council

3.8 The initial discussions between stakeholders and the planning of this programme of work will take place by the end of the financial year, with activity to follow early in 2019-20.

#### **4.0 Conclusions**

4.1 The Council has a clear and stated commitment to improving life chances for all Manchester communities. An update on this area was last provided to this Committee in March 2018 and a further update will be provided in March 2019 which will include details of progress with work to develop more detailed analysis of outcome measured by protected characteristic.

4.2 Activity under the Generations Together banner has and will continue to be woven across all three of the Council's equality objectives. There have been some successes here, however work is needed to strengthen and fully embed the organisation's approach. Over the coming months the programme of work around intergenerational matters will be refreshed and strengthened. This will include the development of much clearer success measures aligned to the equality objectives and delivery aims themselves.

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## **Appendix 1: Manchester City Council Equality Objectives 2016 - 2020 and Delivery Aims**

### **Objective 1 – Knowing Manchester Better**

*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. We have four aims to support this:*

***Aim 1:*** *Improve the way we get to know our communities and the people who are using our services and engaging with us. We want to understand how our work affects people’s satisfaction with life in Manchester, and whether people from different backgrounds get on well together. We will get better equality information to help us understand how what we do affects equality in Manchester, and to develop approaches that improve everybody’s outcomes.*

***Aim 2:*** *Involve a wide range of people and organisations in developing and reviewing our work on equalities, strengthening our relationships with our partners and benefitting from the strong links that our voluntary sector partners have with Manchester’s communities.*

***Aim 3:*** *Influence government policy and the decisions made nationally about equality monitoring, research, information that is gathered about people and how it’s used. We’ll share information with our partners in the public and voluntary sectors and use their knowledge to better understand our communities.*

***Aim 4:*** *Use our growing and shared knowledge of Manchester communities with our partners, to make sure we have a joined up way of analysing how all the big changes in the city affect different communities.*

### **Objective 2 – Improving Life Chances**

*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. We have four aims to support this:*

***Aim 1:*** *Improve the health and wellbeing of all our residents and increase the life expectancy of Manchester people, by making sure they get better health and social*

*care. We'll do this by working with our partners to join up and improve health and social care services, and make sure all people get the support and information that they need in the right way for them. We will increase the proportion of adults participating in sport and leisure activities to improve their own health and wellbeing.*

***Aim 2:*** *Improve the life chances and increase the aspirations and achievements of all Manchester children and adults in education, making sure that the right support is in place to make access to a good education and pathways into employment attainable for everyone. We will reduce the percentage of children living in workless or low income households by supporting more troubled families into work.*

***Aim 3:*** *Provide volunteering, apprenticeship and training opportunities in the city, working with our public and voluntary sector partners to do this and influence other organisations to do the same. We will increase the number of volunteer hours worked in the city, and raise the median average annual earnings of Manchester's working people. Manchester residents will be paid at least the real living wage.*

***Aim 4:*** *Take a joined up approach with our public and voluntary sector partners to raise awareness of hate crime and help people feel more confident to report it. We will increase the number of places where people can report hate crimes and make sure organisations know how to give the right support. Across our partnership, we will make sure appropriate action is taken swiftly to address hate crime using both criminal and civil powers available to us.*

### **Objective 3 – Celebrating Our Diversity**

*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. We have three aims to support this:*

***Aim 1:*** *Collaborate across sectors to organise and promote events and targeted communication campaigns that celebrate our different groups and give a greater awareness and understanding of them. We'll make sure people are involved and informed.*

***Aim 2:*** *Grow Manchester's national and international profile as a diverse, inclusive city that cares about equality. Promote the work we do on equalities across all sectors and communities, from big city centre events to small self-forming groups, to make Manchester an exemplar of equality activity.*

***Aim 3:*** *Make good use of the communication channels we and our partners have available – like websites, social media and community involvement – to celebrate our diverse city and tell people how we're achieving these objectives. We will make sure*

*the information is accessible for all and tells people what they need to know and how they can get involved.*

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## ***Appendix 2 - Generations Together Manifesto***

### **Manchester's Generations Together Manifesto**

This is a declaration of intent. We (every organisation, company and group that signs up to this manifesto) will make Manchester and Greater Manchester better places for both older and younger people. We recognise their diversity of culture, gender, ethnicity, sexual orientation and religion and that they are often marginalised in society. We believe in older and younger people and the positive things they bring.

Our work will focus on five themes and will be delivered by:

#### **1. Empowering older and younger people in decision making**

- build a strong voice for older and younger people in the city (both now and in planning for the future) so they can have a greater influence and control over their lives.
- include the needs of older and younger people to underpin decision making and where possible devolve power through genuine, effective and supportive community engagement.

#### **2. Creating a liveable, safe and healthy city**

- deliver an effective, affordable and efficient transport system (bus, metro, cycling, walking) which take into account the needs for access and mobility.
- develop a clean and green city where older and younger people can use safe parks and streets to build their emotional and spiritual well-being
- develop the city with and for older and younger people so that it is inclusive and accessible for all. This includes meeting their needs in moving around in safe streets and parks with areas and facilities which cater for them.
- foster and encourage a culture of well-being and lifelong learning among and between older and younger people

#### **3. Fostering a sense of place**

- create opportunities for them to enjoy, love and have fun in Manchester.
- support them to foster their own sense of place and identity.
- help them have control over their lives but also have support when needed.

#### **4. Building economic well-being**

- promote social and economic inclusion through support for volunteering
- encourage promotion by businesses and institutions of positive programmes and images.
- adopt inclusive strategies, considering roles for older and younger people, and providing support or training to enable their participation

#### **5. Respecting older and younger people**

- respect older and younger people and challenge assumptions made about who they are, what they do and how they want to live their lives.

**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 11 October 2018

**Subject:** Overview Report

**Report of:** Governance and Scrutiny Support Unit

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**Summary**

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for Information
- Work Programme

**Recommendation**

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

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**Contact Officer:**

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**Background documents (available for public inspection):**

None

## 1. Monitoring Previous Recommendations

This section of the report lists recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented and, if it will be, how this will be done.

<b>Date</b>	<b>Item</b>	<b>Recommendation</b>	<b>Action</b>	<b>Contact Officer</b>
7 September 2016	CESC/16/19 Equality Action Plans 2016/17: Update	To request that the Head of Legal Services provide the action plan for providing support to residents to access revenues and benefits to members of the Committee.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview report.	Jacqui Dennis, Deputy City Solicitor
20 July 2017	CESC/17/25 Community Safety Overview	To request that the Community Safety Lead advise Members when a full evaluation of Nottinghamshire's experience of recording misogyny as a hate crime would be available and for the Committee to then consider how it can take this issue forward.	The evaluation was circulated to Members by email on 28 August 2018.	Sam Stabler, Community Safety Lead
7 December 2017	CESC/17/48 Volunteering – Timebanks	To ask Equality Lead Members to consider what role they could play in enabling timebanking to reach different communities, including consideration of specific timebanks around protected characteristics.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Keiran Barnes, Equality Team Leader
7 December 2017	CESC/17/48 Volunteering – Timebanks	To request that officers consider the timebank for carers in London and whether a similar model could be introduced in Manchester.	A response to this recommendation will be incorporated into the report on Volunteers and Time-banking submitted to the 11 October meeting.	Mark Rainey, Strategic Lead - Neighbourhoods (South)
7 December 2017	CESC/17/48 Volunteering – Timebanks	To request that officers consider the range of events to recognise the role of volunteers and how the different events can fit together better.	A response to this recommendation will be incorporated into the report on Volunteers and Timebanking submitted to the 11 October meeting.	Mark Rainey, Strategic Lead - Neighbourhoods (South)



1 March 2018	CESC/18/17 Equality Objectives 2016 – 2020	To request that the Executive Member for Schools, Culture and Leisure and the Statutory Deputy Leader provide a briefing note on the UNESCO City of Literature group, including any opportunities for Member involvement, and that this be circulated to all Members of the Council.	A response to this recommendation has been requested.	Rachel McKeon, Scrutiny Support Officer
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## 2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **2 October 2018** containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

## Register of Key Decisions:

Decision title	What is the decision?	Decision maker	Planned date of decision	Documents to be considered	Contact officer details
Factory Project Ref: 15/012	The approval of capital expenditure in relation to the creation of the Factory.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case	Dave Carty 0161 219 6501 d.carty@manchester.gov.uk
Leisure Services – External  Ref: 2016/02/01C	The approval of capital expenditure.	City Treasurer	March 2018 or later	Checkpoint 4 Business Case procurement document	Lee Preston 07852957286 l.preston2@manchester.gov.uk
Factory/St. John's Ref: 2017/12/12	Approval of the approach to delivery of Factory/St John's including all commercial and property transactions, contractual, delivery and operational arrangements together with capital funding arrangements and all ancillary agreements	Chief Executive	March 2018	Will include legal agreements relating to the delivery of both Factory and St. John's developments including property transactions, delivery and operational arrangements, the Management	Dave Carty

				and Works contracts and all associated ancillary agreements	
University of Manchester – Armitage Sports Pitches Development  Ref: 15/072	To approve the investment proposal and business case.	The Executive	March 2018 or later	Report and recommendation	Lee Preston 07852957286 l.preston2@manchester.gov.uk
The Great Run and Great City Games 2017 – 2020  Ref: 2017/02/01D	To approve a proposed 4 year contract 2017 – 2020, at a cost of £300,000 annually.	The Executive	March 2018 or later	Report and Recommendation	Mike Parrot 07786365016 m.parrot@manchester.gov.uk
Indoor Leisure Contracting Arrangements  Ref: 2017/10/24B	To agree the appointment of a new Leisure Centre operator	Executive	May 2018	Report and recommendations	Lee Preston Sport and Leisure Lead 0161 219 2545 l.preston2@manchester.gov.uk
Sport and Leisure Governance Arrangements – Manchester Active  Ref: 2017/10/24C	To agree the design and implementation of the new Sport and Leisure Governance Vehicle-Manchester Active	Executive	May 2018	Report and recommendations	Lee Preston Sport and Leisure Lead 0161 219 2545 l.preston2@manchester.gov.uk
Our Manchester VCS Funding Programme  Ref: 2018/03/1E	To award £2.4m a year(in total), for 3 years to 63 voluntary and community sector organisations	Deputy Chief Executive Growth and Neighbourhoods, Strategic	28th March 2018	Report of the independent chair of the assessment panel	Name: Michael Salmon Position: Programme Lead Tel no:0161 234 4557 Email address: m.salmon@manchester.gov.uk

	via medium and large grants	Director Commissioning		Report on the conclusion of the due diligence process	
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**Communities and Equalities Scrutiny Committee  
Work Programme – October 2018**

<b>Thursday 11 October 2018, 10.00 am (Report deadline Tuesday 2 October 2018)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Asset Transfers	<p>To receive an in-depth report on Community Asset Transfers. To include:</p> <ul style="list-style-type: none"> <li>• the process.</li> <li>• detailed case studies of those that have and haven't proceeded.</li> <li>• information on organisations that have completed the process.</li> <li>• how the Council supports voluntary and community groups to manage an asset transfer.</li> <li>• the issue of asset transfers or long term leasehold to sports clubs.</li> </ul>	Councillor Richards	Eddie Smith/Julie McMurray/Mark Rainey/ Michael Salmon /Neil Fairlamb	See October 2016 minutes and December 2017 minutes. To invite organisations to talk about their experiences of asset transfers. Invite Chair of Resources and Governance Scrutiny Committee.
Strategic Plan for Events	To receive a report on the Strategic Plan for Events for the next three years.	Councillor Rahman	Sara Todd/Fiona Worrall/Neil Fairlamb	
Widening Access and Participation	To receive a report on Widening Access and Participation, including consideration of how leisure services can be 'poverty proofed'.	Councillor Rahman Councillor S Murphy	Sara Todd/Fiona Worrall/Neil MacInnes/Neil Fairlamb	See October 2017 minutes
Cultural Ambition	To receive a report on the Cultural Ambition Strategy, including further information on the working groups.	Councillor Rahman	Sara Todd/Fiona Worrall/Neil MacInnes	See October 2017 minutes
Manchester	To receive a report on Manchester International	Councillor	Sara Todd/Fiona	See October 2017

International Festival	Festival (MIF). To invite representatives from the Manchester International Festival (MIF) to attend to inform the Committee of the actions taken to widen participation in MIF since they last attended.	Rahman	Worrall/Neil MacInnes	minutes
Volunteers and Time-banking	To receive a report on Volunteering and timebanks, including an update on asset mapping.	Councillor S Murphy	Sara Todd/Fiona Worrall/Neil MacInnes/Mark Rainey/	See December 2017 minutes
Improved Life Chances	To receive a report on Improving Life Chances: Generations Together (improving the life chances of Manchester residents).	Councillor S Murphy	Sara Todd/Fiona Worrall/Neil MacInnes/ Sam McVaigh/Keiran Barnes	See September 2016 minutes Invite Lead Member for Intergenerational Issues
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Rachel McKeon	

<b>Thursday 8 November 2018, 10.00 am (Report deadline Tuesday 30 October 2018)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Safety Overview	To receive an update report on the work of the Community Safety Partnership (CSP).	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	
Manchester Playing Pitch Strategy	To receive an update report on the action plan in approximately 6 months' time.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Lee Preston	See December 2017 minutes
Sport and Leisure	To receive a further report on sport and leisure to include: <ul style="list-style-type: none"> <li>further information on the activity levels of</li> </ul>	Councillor Rahman	Sara Todd/Fiona Worrall/ Neil Fairlamb	See October 2017 and January, May and June 2018 minutes

	<p>Manchester residents and the numbers involved in schemes to encourage greater physical activity.</p> <ul style="list-style-type: none"> <li>the role and development of MCRactive, including an update on the membership of the Manchester Active Board and the roll-out of the MCRactive card.</li> <li>Further information on the role of sports activators and how they are linking into sports clubs.</li> </ul>			
Equality Update	To include an update on the Equality Framework for Local Government.	Councillor S Murphy	Sara Todd/Sam McVaigh/Keiran Barnes	
Overview Report		-	Rachel McKeon	

<b>Items To be Scheduled</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Safety Overview	To receive a regular update report on the work of the Community Safety Partnership (CSP).	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	
Ethical Procurement	To receive a report in response to the following recommendation from the Resources and Governance Scrutiny Committee's Ethical Procurement Task and Finish Group: To recommend that the relevant scrutiny committees are informed and invited to comment on the differing contract management processes for their respective remits and invited to accompany officers on monitoring visits where appropriate/as required.	Councillor Ollerhead	Ian Brown	Invite Chair of Resources and Governance Scrutiny Committee

	(To be fully scoped.)			
Sport and Leisure	To ask officers to undertake a piece of work to map the providers' Community Development Plans against the Our Manchester Strategy and all the Equality Strands, including engagement with Age Friendly Manchester and the Our Manchester Disability Plan. To receive a report on this at a future meeting, to include case studies.	Councillor Rahman Councillor S Murphy	Sara Todd/Fiona Worrall/Neil Fairlamb	See December 2016 minutes
Our Manchester Disability Plan	To receive a further report at an appropriate time, to include updates on the OMDP website, the Disability Confident Scheme and two or three of the key workstreams referred to in the report, such as transport, work and skills and accessibility. To invite disabled people to this meeting to discuss their lived experience. To request that this report also include what partners, such as builders and developers, have done to improve accessibility, beyond the minimum standards set out in law, and to consider inviting representatives from these groups to the meeting.	Councillor Craig Councillor S Murphy Councillor Rahman	Zoe Robertson/ Julie McMurray/ Sam McVaigh/ Fiona Worrall/ Keiran Barnes	See November 2017 minutes Invite Chair of Health Scrutiny Committee
Trans Report	To continue to monitor actions arising from the Trans Report.	Councillor S Murphy	Sara Todd/Sam McVaigh/Keiran Barnes	See November 2017 minutes December 2018 - TBC
Universal Credit	To receive a report on: <ul style="list-style-type: none"> <li>the Welfare Reform Board's work on the impact of Universal Credit in Manchester, focusing on to its impact on people with protected characteristics.</li> <li>how advice services are supporting residents moving to Universal Credit.</li> </ul>	Councillor S Murphy	Angela Harrington	TBC See November 2017 minutes Invite Chair of Economy Scrutiny Committee
Festival of Ageing	To receive a report on the impact of the first annual	Councillor S	Dr Carolyn Kus/	See February



	Festival of Ageing, after it has taken place in July 2018, including its impact in promoting positive perceptions of older people.	Murphy Councillor Rahman Councillor Craig	Paul McGarry/ Philip Bradley/ Dave Thorley	2018 minutes Invite Lead Member for Age Friendly Manchester
Extra Care Housing Options	To receive a report on extra care housing options.	Councillor Richards Councillor S Murphy Councillor Craig	Dr Carolyn Kus/Jon Sawyer Paul McGarry/ Philip Bradley/ Dave Thorley	See February 2018 minutes Invite Chairs of Health Scrutiny Committee and Neighbourhoods and Environment Scrutiny Committee and Lead Member for Age Friendly Manchester
Equality Impact Assessments (EIAs)	To consider the EIAs produced as part of the Budget Process as and when they are completed.	Councillor S Murphy	Sara Todd/ Sam McVaigh/ Keiran Barnes	See February 2018 minutes December 2018 - TBC
Languages	To receive a report on languages, including how the city celebrates the range of languages spoken in Manchester and the work of Manchester University's Multilingual Manchester.	Councillor S Murphy Councillor Rahman	Fiona Worrall	See March 2018 minutes
Parks Strategy	To receive a further report on the Parks Strategy, to include: <ul style="list-style-type: none"> <li>• further information on the management plans for parks.</li> <li>• how smaller parks fit into the strategy and how they can be improved.</li> </ul>	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Kylie Ward	
Domestic Violence	To request an update report be submitted in	Councillor S	Carolyn Kus/	See September

and Abuse	approximately 18 months' time.	Murphy	Sara Todd/ Fiona Worrall/ Sam Stabler	2018 minutes Invite Lead Member for Women
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