



## **Communities and Equalities Scrutiny Committee**

Date: Thursday, 10 October 2019

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

There will be a private meeting for members of the Committee at 1.30 pm 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, Chambers, Collins, M Dar, Doswell, Douglas, Evans, Grimshaw, Hitchen, Kirkpatrick, Rawlins and Rawson

## Agenda

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**1. Urgent Business**

To consider any items which the Chair has agreed to have submitted as urgent.

**2. Appeals**

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**

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**

To approve as a correct record the minutes of the meeting held on 5 September 2019.

Pages  
5 - 10

**5. [2:05 – 2:25] Culture Overview**

Report of the Strategic Director of Neighbourhoods

Pages  
11 - 24

This report provides an overview of work to support the city's cultural offer. It highlights work to deliver the Cultural Ambition and the 2019 Culture Awards. It also outlines work by the cultural sector to support the city's zero carbon target.

**6. [2:25 – 2:45] Manchester Art Gallery's Update**

Report of the Director of Manchester Art Gallery and the Strategic Director of Neighbourhoods

Pages  
25 - 48

This report details Manchester Art Gallery's programme, reach and social impact during 2018/19 and 2019/20 within the context of our strategic plan.

**7. [2:45 – 3:05] Manchester Libraries: Our Manchester - Our Libraries**

Report of the Strategic Director of Neighbourhoods

Pages  
49 - 66

This report provides an update on the Library 2020 strategy and presents future plans for Our Manchester - Our Libraries.

8. **[3:05 – 3:30] Archives+ 5 Years On** Pages  
Report of the Strategic Director of Neighbourhoods 67 - 148

This report provides an overview of the Archives+ Partnership, five years on from the re-opening of Manchester Central Library, where the partners operate. It provides information on participation and engagement with Manchester residents and provides insight into each of the partners and examples of the partners working together for the benefit of Manchester residents.

9. **[3:30 – 3:50] Manchester UNESCO City of Literature** Pages  
Report of the Strategic Director of Neighbourhoods 149 - 158

This report provides an overview of Manchester's UNESCO City of Literature designation and the work to establish a governance model that will enable the city to live up to its commitments to UNESCO and maximise the opportunities that the designation will bring.

10. **Item for Information: Voluntary, Community and Social Enterprise (VCSE) Infrastructure Service Update** Pages  
Report of the Director of Policy, Performance and Reform 159 - 192

This report provides an update on the VCSE infrastructure service, specifically on the progress since January 2019 and the procurement of the new VCSE infrastructure service contract.

11. **[3:50 – 4:00] Overview Report** Pages  
Report of the Governance and Scrutiny Support Unit 193 - 206

This report provides the Committee 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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## Further Information

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

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

## **Communities and Equalities Scrutiny Committee**

### **Minutes of the meeting held on 5 September 2019**

#### **Present:**

Councillor Hacking - In the Chair

Councillors Chambers, Collins, M Dar, Doswell, Douglas, Grimshaw and Rawson

Councillor S Murphy, Deputy Leader

Councillor Craig, Executive Member for Adult Health and Wellbeing

Councillor Rahman, Executive Member for Skills, Culture and Leisure

Councillor Clay, Ward Councillor for Burnage

Councillor Davies, Ward Councillor for Deansgate

Councillor Lanchbury, Ward Councillor for Higher Blackley

Brian Hilton, Greater Manchester Coalition of Disabled People (GMCDP)

Dennis Queen, GMCDP

Geoff Bridson, Manchester resident

#### **Apologies:**

Councillors Kirkpatrick and Rowles

#### **CESC/19/29            Minutes**

#### **Decision**

To approve the minutes of the meeting held on 18 July 2019 as a correct record.

#### **CESC/19/30            Review of Advice Services in Manchester Task and Finish Group**

The Committee received a report of the Governance and Scrutiny Support Unit which provided the draft terms of reference and work programme for the Review of Advice Services in Manchester Task and Finish Group. The Committee was asked to agree the terms of reference, work programme and membership of the Task and Finish Group.

The Executive Member for Adult Health and Wellbeing outlined the current situation in relation to the provision of advice services. She informed Members of other work taking place to improve advice services, including the Manchester-wide Advice Forum, and advised Members of the expertise of stakeholders which the Task and Finish Group could draw on. In response to a question from the Chair, she reported that the Task and Finish Group would need to feed back by the end of November 2019 in order for its recommendations to be taken into account in the development of the budget proposals.

The Ward Councillor for Burnage, who was one of the Members who had called in the key decision to appoint a provider to deliver citywide advice services, which had been considered by the Resources and Governance Scrutiny Committee at its 7 February 2019 meeting, welcomed the review.

The Chair reported that the Membership of the Task and Finish Group would be restricted to Members of the Communities and Equalities Scrutiny Committee but that other Members of the Council were welcome to attend meetings and contribute.

### **Decisions**

1. To agree the terms of reference and work programme.
2. That Councillor Hacking be appointed as Chair of the Task and Finish Group and that Councillors Collins, M Dar, Doswell, Douglas and Grimshaw be appointed to the Task and Finish Group.
3. To ask the Scrutiny Support Officer to email all Members of the Committee to invite any further requests to join the Task and Finish Group.

### **CESC/19/31 Peterloo Memorial Design**

The Committee received a report of the Director of Strategic Development which provided an update on the implementation of the Peterloo Memorial, and progress on the work undertaken to determine the most appropriate solution to ensure it was fully accessible.

The Executive Member for Skills, Culture and Leisure referred to the main points and themes within the report, which included:

- Update on the design;
- Update on the Council's processes for access consultations; and
- Current position.

Brian Hilton from the GMCDP informed Members that the campaign to make the memorial accessible had received support from disability rights campaigners, the general public and public figures, as well as receiving media attention and he thanked the Committee for their continued interest. He informed Members that the information in the report was broadly accurate but that he wanted to clarify a few issues. He reported that the campaigners' preferred option was to add a ramp to the memorial and that, while they did not want the memorial to be demolished and re-built, they believed that a complete re-design should remain an option if there was no other suitable alternative. He also expressed concern about the option of building a lift to the top of the memorial, highlighting that a number of lifts within the city centre were out of order. He reported that campaigners would also like the option of a bridge to the top of the memorial to be considered. He advised Members that they would also welcome the opportunity to be more actively involved in this work rather than just being asked to comment afterwards. He also commented that it was important that decisions were not made hastily and that disabled people were involved in the design and consultation. He reported that the campaign group was producing an advice note on consulting with disabled people which they hoped the Council would adopt. He expressed the group's commitment to working with the Council, not only on the memorial, but on improving the Council's engagement with

disabled people and ensuring that accessibility was embedded into its projects, policies, practices and procedures.

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

- To thank the campaigners for having brought this issue to the Committee's attention earlier in the year and to welcome that, following the involvement of the Scrutiny Committee, the Council was now working to address this;
- To ask for further clarification on how the disability campaigners would be involved in the design process and in improving Council processes;
- That the Committee would receive a report on the broader issues around embedding accessibility into the Council's processes in a future report;
- Whether a see-through ramp had been considered to enable access while ensuring that the memorial was fully visible; and
- Whether the memorial could be fenced off in the interim when large-scale events were held to ensure people weren't using it until it was fully accessible.

The Development Manager informed Members of the discussions he had had with Mark Todd, another disability campaigner with expertise on accessible designs, regarding the design options for a ramp and confirmed that he was happy for Mark to liaise directly with the architect. The Equalities Specialist advised Members that the disability campaigners would be fully involved in the work to improve the Council's processes in relation to accessibility.

The Development Manager reported that he had asked the architect whether a see-through ramp would be possible.

The Ward Councillor for Deansgate welcomed the commitment to finding a solution to this issue. She also welcomed the broader work to review the Council's approach to accessibility issues and asked if this would include consideration of the impact on disabled people of transport changes in the city centre caused by temporary events. The Equalities Specialist confirmed that it would.

Geoff Bridson, a Manchester resident, asked if other groups involved in the campaign for and creation of the Peterloo Memorial, such as historical groups, would be involved in the discussions about the memorial. The Development Manager informed Members that representatives of the Peterloo Memorial Campaign Group had attended one meeting and he would ensure that they were kept involved. Dennis Queen from GMCDP informed the Committee that the disability campaigners had been keeping in touch with the Peterloo Memorial Campaign Group over this issue.

In response to a question from Brian Hilton, the Executive Member for Skills, Culture and Leisure confirmed that the Council would look at all options, including the bridge which they had suggested.

The Executive Member for Skills, Culture and Leisure stated that the memorial would not be fenced off in the interim. Dennis Queen reported that the campaigners did not want the memorial to be closed off and that, while they had asked other campaign groups to stand with them in solidarity at the bottom of the memorial during political

gatherings, they did not expect members of the public to avoid standing on the memorial.

### **Decisions**

1. To note that the Committee will receive a report on embedding accessibility into the Council's processes at a future meeting.
2. To continue to monitor this issue.

### **CESC/19/32 Manchester's Language Diversity**

The Committee received a report of the City Solicitor which provided an overview of language diversity in Manchester, and considered work undertaken by the Council to recognise, respond to and celebrate this aspect of the city's diversity. It also considered how this work could be continued and strengthened in future.

The main points and themes within the report included:

- The Multilingual Manchester Project;
- M:4 Communication and Language Support Service;
- Multilingualism in Education, Key Stages 1 – 4;
- English for Speakers of Other Languages (ESOL);
- Multilingualism in the workforce;
- UNESCO City of Literature; and
- International Mother Language Day.

The Committee watched a video of the Made in Manchester Poem, which celebrated the city's linguistic diversity.

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

- That the Made in Manchester Poem was excellent;
- Were there any plans to make the Council's multilingual offer, which was described as 'disparate' in the report, more cohesive;
- How young people with English as an Additional Language (EAL), particularly those with difficulty providing identity documentation, could be helped to access the Our Pass free bus pass for 16 – 18 year olds;
- Request for further information on the involvement of student volunteers in the Multilingual Manchester Project;
- Request for further information on ESOL provision; and
- Whether there was ongoing funding for the Talk English scheme.

The Equality, Diversity and Inclusion Manager clarified that the comment in the report about the Council's multilingual offer being 'disparate' was not intended to suggest that there were gaps in provision; however, it was recognised that there was no centrally-held record of all the multilingual activities being carried out by different Council services. He confirmed that officers intended to develop such as resource which recorded the Council's overall offer and to work with partners to develop this



into a Manchester offer, which could then be analysed and strengthened, where appropriate. He advised Members that issues such as access to Our Pass could be addressed through this work.

The Safeguarding Lead for Education provided examples of some of the ways student volunteers contributed to this work, for example, Arabic-speaking science undergraduates teaching a science lesson in an Arabic supplementary school.

The Area Adult Education Manager informed Members that her service usually had to re-apply for funding for the Talk English scheme on a yearly basis and that the current funding was due to end in March 2020. She advised that her service did not yet know whether further funding would be available to apply for but that, if it was, her view was that the service would be in a strong position to obtain that funding; however, she reported, that the service was also developing a sustainability plan, in case there was no further funding from this source.

The Executive Member for Skills, Culture and Leisure suggested that the Committee receive a report on ESOL, including the work of Manchester Adult Education Service (MAES), at a future meeting, to which the Chair agreed. The Area Adult Education Manager informed Members about the ESOL Advice Service which was being launched in September 2019. She also encouraged Members to visit its website at <https://manchesteresol.org/>.

### **Decisions**

1. To receive a report on English for Speakers of Other Languages (ESOL), including the work of Manchester Adult Education Service (MAES), at a future meeting.
2. To ask the Scrutiny Support Officer to circulate the link to the ESOL Advice Service website to Members of the Committee.

[Councillor Hacking declared a personal interest as a governor at Manchester College.]

### **CESC/19/33            Our Manchester Voluntary and Community Sector (VCS) Fund**

The Committee received a report of the Director of Policy, Performance and Reform which provided an update on the Our Manchester VCS Fund and the ongoing programme of work being delivered by the Our Manchester Funds Programme Team.

The Deputy Leader referred to the main points and themes within the report, which included:

- The Population Health Targeted Fund;
- The North Inquiry; and
- Next steps.

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

- To welcome that the report referred to the recommendations of the Our Manchester VCS Fund Task and Finish Group being taken forward;
- Whether longer-term help would be available to groups who had not been successful in the first round; and
- To welcome the North Inquiry, outlined in appendix 4 of the report, and to seek assurances that the issues that arose in the first funding round would not be repeated.

The Deputy Leader informed Members that longer-term support would be available for groups which had not been successful in the first round and that the stronger, successful groups were expected to lead within their area and partner with and support groups which were struggling. In response to a Member's question on whether this would lead to resentment between groups, the Programme Lead (Our Manchester Funds) reported that this was not just about larger groups leading smaller groups as many small to medium-sized groups had been successful in obtaining funding. He outlined how his team had used their relationship with the VCS groups to foster collaboration between groups. He reported that their approach was not to force particular groups to work together but to give them a choice of different groups they could work with, for example, groups with a similar delivery model or with shared values.

The Ward Councillor for Higher Blackley informed Members about her involvement in the North Inquiry and its findings and reported that she would be involved in the Steering Group which was being set up to ensure that the issues identified were addressed.

### **Decision**

To note the report.

### **CESC/19/34 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.

The Chair informed Members that it had been decided that it was not appropriate to invite VCS groups to this meeting as part of the previous item but that they would be invited to a future meeting.

### **Decision**

To note the report and agree the work programme.

## Manchester City Council Report for Information

**Report to:** Communities and Equalities Scrutiny Committee - 10 October 2019

**Subject:** Culture Overview

**Report of:** The Strategic Director of Neighbourhoods

### Summary

This report provides an overview of work to support the city's cultural offer. The report highlights work to deliver the Cultural Ambition and the 2019 Culture Awards. It also outlines work by the cultural sector to support the city's zero carbon target.

### Recommendations

The Committee is invited to;

- note the report; and
- agree to receive a presentation on the results of the 2018/19 Cultural Impact Survey at the next meeting.

### Wards Affected: All

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

The cultural sector's contribution towards achieving the city's zero carbon target is outlined in detail in Section 6.

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	Arts and culture play a major role within the city's growth strategy by attracting investment, creating employment opportunities and contributing to the city's tourism offer. Capital developments at the city's cultural institutions generate further investment and capacity and support regeneration and place-making.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Engagement in arts and culture enables local residents to learn new skills and participate in creative programmes for volunteering and apprenticeships. Opportunities across cultural organisations, and in future through the Factory Training and Skills Consortium, allow skills in creative disciplines to be grown and nurtured.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Engagement in arts and culture enables local residents to improve their health and wellbeing, to develop confidence and resilience, to learn new skills, and above all to enjoy and celebrate great art. Widening Access and Participation in arts and culture is a key priority for this area of work.
A liveable and low carbon city: a destination of choice to live, visit, work	Creative and artistic opportunities generate commissioning, productions and performances which attract national and international visitors as well as local residents.
A connected city: world class infrastructure and connectivity to drive growth	The city's cultural organisations have international reach and increasingly produce digital artistic products which support connectivity with other places.

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

None

## **1. Introduction**

- 1.1 This report provides an overview of work to support the city's cultural offer. The report highlights work to deliver the Cultural Ambition and the 2019 Culture Awards. It also outlines activity within the cultural sector to support the city's zero carbon target. Detailed reports on Libraries, Galleries and Manchester City of Literature are considered elsewhere on the agenda. Widening Access and Participation will be considered at the next meeting of the Committee.

## **2. Priorities**

- 2.1 The Council's Culture Team works with artists, arts organisations, funders and communities to create the conditions for arts and culture to flourish in the city. A vibrant and dynamic cultural offer which benefits the city's residents plays an important role in the delivery of the Our Manchester Strategy vision of a thriving, creative and equitable city.

The Culture Team's core priorities are set out below;

### **1. Widening participation and access to culture for Manchester residents**

This forms part of the Council's Widening Access and Participation work, with a view to understanding resident engagement in services provided by Leisure, Libraries, Galleries and Culture, and to exploring routes to increase participation among groups or communities that may be less engaged. Particular projects which sit under this priority include asset mapping, the development of a resident-facing Culture Website, Creating a Cultural Education Partnership and delivering the Libraries Cultural Programme. A detailed report on Widening Access and Participation will be considered by the Committee at the next meeting.

### **2. Securing, managing and protecting funding for arts and culture**

The Council invests £4.6million per year in Strategic Cultural Investments and Grants, to support arts organisations with core costs. This includes a portfolio of long-term Strategic Investments in major institutions alongside a Cultural Partnership Agreements grants programme which supports small to medium arts organisations. The Council also works with partners to explore new funding opportunities to support and grow the city's cultural offer.

### **3. Working in partnership to create the places and spaces which artists and arts organisations need to thrive**

The Council recognises that provision of places and spaces to make and perform art make an essential contribution to the city's cultural infrastructure. To support this, the Council has commissioned research on the demand and supply of creative workspaces in the city and on storage space for cultural organisations, with a view to identifying new creative spaces in future. Council

officers also support individual cultural organisations with capital development programmes.

#### **4. Advocating for culture and influencing external partners**

An important element of the Culture Team's work is advocating for culture and influencing external partners. The Council's annual Cultural Impact Survey provides an important evidence base for this work; more detail on this is provided below.

#### **5. Promoting Manchester's cultural strengths and opportunities**

There is a particular focus on communicating and celebrating Manchester's diverse and thriving cultural offer, and the benefits for residents. This includes promoting the work of cultural organisations and collaborating with national and international partners on cultural projects. The 2019 Culture Awards, which recognise the significant contribution of the cultural sector, are detailed below. A separate report on Manchester's designation as a UNESCO City of Literature is considered elsewhere on this agenda.

### **3. The Cultural Ambition**

- 3.1 Cultural Ambition 2016-25 is a strategy and a call to action, 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 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. The Cultural Ambition is 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.

Cultural Ambition was informed by the city's largest and most diverse cultural sector conference to date in 2016, and is authored and overseen by the Cultural Leaders Group. Over the last year there has been a refresh of the Cultural Ambition, which has refined the principles, objectives and ways of working.

The revised Cultural Ambition is built around the following principles;

- Act together (cultural partners working collaboratively)
- Great art and great culture bring the greatest benefits
- Work with and for the people of Manchester

The Ambition is brought together under a single objective;

**Manchester will be the UK's most culturally democratic city, engaging with a much greater number and diversity of people across Greater Manchester.** People will produce distinctive work that could only have been made here. We value and nurture diversity, skills and creative talent.

The delivery of the Cultural Ambition is structured around three priority projects.

### **Priority Project 1: Talent and Skills development**

This will be delivered through a Training and Skills Consortium based around Factory, supporting the development of artists, creatives, and technicians from diverse backgrounds who can work in socially engaged ways. The Factory, working alongside others, is developing as a beacon for creative skills and training with local, national and international talent, creating new opportunities for Manchester and the wider North. Cultural Leaders are fully engaged with the development of the consortium, including the governance structure, range of apprenticeships offered and promoting opportunities to residents. In January 2020 the first cohort of Creative Venue Technician apprentices will start their training programmes. Additionally, the Cultural Leaders Group are working together on the delivery of other training projects - for example MAST (Manchester Arts Sustainability Team) are delivering a comprehensive programme of Carbon Literacy Training.

### **Priority Project 2: Joint work on arts and health, ageing**

World-leading arts and health practice has and continues to be developed in Manchester. The work of Manchester Museum, Manchester Camerata, Contact Theatre, Whitworth Art Gallery, HOME, Royal Exchange Theatre, Community Arts North West, Live Well Make Art and others informed the agenda of a major session at the World Healthcare Congress at Manchester Central earlier this year. The session led to publication of The Manchester Declaration on arts and health which came out of the recently launched Manchester Institute for Health and Social Change at Manchester Metropolitan University, led by Dr Clive Parkinson. The Manchester Declaration is informing how future projects are developed and delivered.

An important pilot project for arts and health is 'Winning Hearts and Minds' in North Manchester. This is in its early stages as the partnership develops but will provide an opportunity for culture to play a central role in supporting healthier lifestyles. It will enable methodologies to be shaped that will inform arts and health practice in other areas of the city. Another flagship programme is the 'Culture Champions', a large-scale volunteer ambassador scheme for older people within Manchester's communities. This is Our Manchester in action, celebrating the positive contribution older people can make to the life of Greater Manchester, and is led by Manchester Museum. Over 120 Culture Champions advocate, lead and programme cultural participation and activities for their peers and communities. We aim to double the number of Culture Champions by 2020.

### **Priority Project 3: Cultural democracy action research**

The Engagement Manager's Network, which brings together engagement leads in cultural organisations, is coming together in the autumn to undertake

an audit of practice across the city in order to get a better understanding of the starting point for great collaboration around practice development. The Edge, Manchester's Theatre for Participation, will host the workshop to build on their current thinking and sharing about programmes of work. The aim of this meeting will be to understand the current position, discover common priorities, plan for future work and explore how these plans can be delivered.

A particular focus for the day is to ensure the best and most joined-up participatory provision for Manchester. A resource to map geographically where and with whom cultural organisations are engaging already exists so the discussions will focus on:

- mapping the range of creative opportunities that are provided for all people across the city;
- measuring excellence in participation - both process and product;
- identifying gaps;
- identifying potential areas for collaboration and sharing of our resources; and
- identifying opportunities for sharing positive stories about the impact of the work.

An audit of wards with lower levels of engagement in arts and culture has taken place, which is being used to inform developing strategy for engagement activity.

Planning is underway to undertake an in depth review of audience data held in organisations across the city to identify partners and opportunities for collective and strategic audience development activity. The working group is planning to undertake a research deep dive into available audience intelligence and data in order to develop a shared understanding for a joint approach to audience development. This will culminate in a one day symposium with the following aims:

- Creating a common understanding of what audience data currently exists for GM and its hinterland;
- Creating a shared understanding of what the existing data is telling us;
- Identifying gaps within the data – what is it not telling us?
- Identifying what the trends in the data appear to be suggesting about the future;
- Identifying opportunities for potential audience growth;
- Identifying what tools are available to improve the analysis and use of the data going forward; and
- Agreeing a legacy for the data project.

The working group includes both commercial and subsidised organisations and performing and exhibition based organisations.

Further actions under this priority will be developed over the next six months and are likely to include developing the next generation of engagement



leaders/workers, increasing diversity, developing training, and exploring opportunities such as mentoring, placements and internships.

#### **4. Cultural Impact Data**

- 4.1 The Council's annual Cultural Impact Survey gathers data from arts organisations in the city to demonstrate the economic and social impact of culture. The data gathered through the survey enables the city to;
- understand the city's cultural sector in terms of economic impact and social value;
  - demonstrate progress towards the Our Manchester Strategy and Cultural Ambition;
  - advocate for arts and culture and the Council's continued investment;
  - understand patterns of Manchester resident engagement in arts and culture (people and place) and identify any gaps or weaknesses - supporting work on Widening Access and Participation; and
  - create a resource for the Council and partner organisations which supports future business planning and funding applications.
- 4.2 The Cultural Impact Survey has been running in its current form for three years. The survey is compulsory for organisations funded by the Council in order to meet annual monitoring requirements, and open on a voluntary basis for any other arts organisations working in the city. Approximately 40 organisations complete the survey each year, which provides a very good baseline for understanding the value, reach and impact of culture in the city; and informs the priorities for the Widening Access and Participation workstream on arts and culture.
- 4.3 The results of the 2018/19 survey are currently being analysed and it is recommended that the detailed findings are presented to the November meeting of this Committee, alongside the report on Widening Access and Participation.

#### **5. 2019 Culture Awards**

- 5.1 2018 saw the inaugural Manchester Culture Awards - an initiative to recognise and celebrate the creativity, innovation and cultural excellence that the city is known for, from small community-based organisations and major large-scale venues and events. As well as recognising excellence across performances, exhibitions and events, the awards also celebrate the great work carried out by the sector to promote equality and diversity; health and wellbeing and talent and skills. There are also awards to acknowledge young people contributing to the creative life of the city and a Manchester People's Culture Award, which is chosen through a public vote in association with the Manchester Evening News.
- 5.2 This year we have received 327 nominations, an increase of nearly 50 from 2018. The finalists, who will be announced at the end of September, will be

invited to the awards ceremony on Saturday 9th November at the Manchester Central convention centre.

- 5.3 The awards are a fantastic demonstration of the commitment, creativity and enthusiasm of the people and organisations that comprise Manchester's thriving cultural scene and the impact that it has on the city, its residents and visitors. By way of illustration, a summary of the 2018 award winners is included at Appendix 1.
- 5.4 A short film of the 2018 event can be viewed here:  
<https://www.youtube.com/watch?v=1Y9f8lcX00Y&feature=youtu.be>

## **6. Zero carbon and the Climate Emergency**

- 6.1 Manchester's Cultural Sector has been leading the way in responding to climate change and recognising that the arts has an important role in helping society face up to the challenge of climate change and create a more sustainable future for us all. Our cultural organisations are in a unique position to challenge, inform and engage audiences and communities about the environment.
- 6.2 The cultural sector is uniquely placed to respond to the climate emergency and to contribute to the city's ambitious targets. Whilst addressing organisational carbon footprints remains a priority (the sector is responsible for less than 1% of the city's overall emissions) there are also major opportunities for creative engagement and collaboration with audiences, participants and partners on climate issues.
- 6.3 In July the Council passed a resolution declaring a Climate Emergency - recognising the serious risks around climate change for residents, the city's leadership to date in agreeing an accelerated zero carbon target for 2038, and the recent wave of action particularly by young people, both in the city and worldwide. The Council resolved to continue to work with partners to accelerate progress towards the 2038 zero carbon target.
- 6.4 Some examples of the cultural sector's leadership in this field are provided below;

### Manchester Art Gallery

Following the Council's resolution in July, Manchester Art Gallery has signed up with Culture Declares to declare a Climate Emergency and commit to radical action in relation to its own carbon footprint. The gallery is currently reviewing its policy and approach, built around the following priorities;

- Making the physical gallery green and working towards being carbon neutral - focusing on exhibitions, loans, business travel, energy use, cafe, retail and events. A carbon budget will be allocated to all activities, overseen and monitored by a gallery panel drawn from across the gallery.

- Encouraging social responsibility through community and stakeholder involvement, supporting community climate champions. The gallery will establish a citizen-assembly (with external partners and stakeholders) to determine strategic direction of the gallery and to set key policy.
- Becoming a public platform for climate activism as a respected and trusted educational organisation promoting public dialogue and raising awareness. The gallery supports community activation (including Extinction Rebellion, Manchester Families: Rising Up!, and Youth Strike) and is exploring options for a permanent space within the gallery to support awareness raising and dialogue.

### Manchester Libraries

Manchester Libraries recognise that the city's network of libraries have a major role to play in achieving the city's zero carbon target. This includes;

- purchasing books for loan to numerous people, reducing the amount of books needing to be produced and reducing paper production;
- electronic loans - the lending of E-books in Manchester is increasing by over 25% each year - currently at over 120,000 per year. This reduces the production of books and thereby reduces paper production;
- the Central Library cafe has pledged to become plastic-free by 2020;
- the city's libraries provide access to Council and other public sector public services, avoiding the need to travel to access information and service support by undertaking transactions online close to home;
- libraries can provide workspaces for Council and other public sector staff, reducing the need for travel for work;
- libraries are community hubs which supply information to neighbourhoods and residents. Information relating to the climate emergency and what residents should do to help can be delivered in libraries; and
- libraries are well-used community venues where campaigns can be hosted (e.g. around recycling, energy reduction etc).

Future plans to accelerate progress towards the zero carbon target include;

- Repair Cafes - where people bring equipment to be repaired free of charge by other members of the community, rather than throwing it away and buying new equipment - this works for kettles and other electrical equipment.
- Mending cafes for clothes, using sewing machines that are held in some libraries
- Urban wildlife walks, starting and ending at branch libraries.

### HOME

HOME has led the way in carbon literacy training, advocating climate change awareness and implementing actions to reduce the environmental impact of their working practices, operations, programming and activities. This has included;

- a pilot training programme of work achieving the target of 100% of staff trained in carbon literacy, for which HOME was awarded Platinum Carbon Literate Organisation Status in 2018. This has included training some members of the team as trainers and supporting other arts organisations with consultancy and advice;
- workshops, e-learning and film screenings in partnership with MMU between September 2016 and April 2017;
- a sustainable procurement policy and sustainable travel plan; and
- two honeybee colonies supported on the roof of the building.

### Contact

Contact's building, currently undergoing redevelopment, is already in the top 1% of the most environmentally friendly public buildings in the North West. Contact is also one of the lead National Portfolio Organisations working with Arts Council England and Julie's Bicycle (a national charity that supports the creative community to act on climate change and environmental sustainability) to provide leadership in sustainability to cultural organisations nationally. The capital redevelopment project is extending the building's existing naturally-ventilated system, so that the whole building – old and new – will be naturally ventilated. It will also increase the efficiency of the existing ventilation and heating system and introduce a new Building Monitoring System, which will enable the optimisation of the building's environmental performance, resulting in greater energy and efficiency savings in the future.

Other ways in which Contact support sustainable energy include:

- investment in an all-electric van and charging station;
- a Green Champions scheme, supporting staff engagement in environmental matters, environmental sustainability is also on the agenda for both staff and board meetings;
- achieved a Display Energy Certificate rating of A for two years running;
- electricity supply supplied entirely from renewable energy sources;
- creating a communications strategy for the public awareness programme
- investment in e-tickets and digital payments, which has greatly reduced paper consumption; and
- printing the programme brochure using vegetable inks on FSC certified paper.

### Manchester Arts Sustainability Team (MAST)

The Manchester Arts Sustainability team is a group of cultural and creative organisations established in 2010 to respond to the city's climate change priorities through joint projects. There are now 35 organisations involved and membership and is beginning to cover a Greater Manchester footprint.

Examples of projects include;

- Carbon literacy training - MAST partners have developed culture-specific carbon literacy training for staff which has been successfully delivered

through HOME. The training is currently being revised to ensure that it responds sufficiently to the Climate Emergency.

- Developing a zero carbon roadmap for the culture sector as part of the Manchester Climate Change Framework 2020 - 2038.
- C-Change - part of the EU Urbact project on Climate Change Action in Cities. Manchester is a lead partner, working with cities across Europe to transfer knowledge around the MAST model and to develop MAST's ambitions further.
- BASEE - a partner in Boosting Access for SMEs to Energy Efficiency, the Greater Manchester SME Zero Carbon Accelerator project.
- The Accelerator Programme – working with Arts Council England and Julie's Bicycle as part of the first cohort exploring what a zero carbon city looks like and mapping the journey that the creative sector would need to take to support the city to achieve its zero carbon target.

A recent statement from Manchester Arts Sustainability Team sets out their position on the climate emergency:

Manchester Arts Sustainability Team recognises that we are now in climate crisis. We support our city's declaration and that of our sector. We are fully behind the climate strike with each organisation responding individually. In many cases organisations are staging a 'walk-in' to engage with their teams and their audiences. We are also sharing our good practice at the walk-in at We Work on 20<sup>th</sup> September to encourage other sectors to collaborate and take action.

#### Manchester City Council Cultural Investments and Grants

As part of work to deliver the city's Zero Carbon ambitions, the Cultural Investments and Grants will embed zero carbon into the design and delivery of future funding programmes and agreements. This might include, for example, a requirement for funded organisations to deliver carbon literacy training to staff.

## **7. Recommendations**

- 7.1 Recommendations can be found at the front of the report.

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## **Appendix 1: Manchester Culture Awards 2018 winners**

### **Young Creative of the Year: Dominic Bennett**

A vital part of Project X, a young people's residency at HOME, and their 'This Is Human' takeover project, Dominic led on the collaboration and set up of a regular inclusive music group and club night. He is also a member of Venture Arts Steering Group, influencing accessible visual-arts practices.

### **Promotion of Health and Wellbeing: Streetwise Opera**

Using music to help those that are socially isolated to make positive changes, this organisation brings people together to sing and to visit, volunteer and perform in high-profile venues in the city. The activities bring joy, boost confidence and allow participants to contribute to Manchester's cultural life.

### **Promotion of Equality and Diversity: Olympias Music Foundation**

This multi-award winning charity is committed to increasing access to music within deprived communities in Manchester. It aims to enrich the lives of and inspire children, bringing people together to make and share music.

### **Promotion of Environmental Sustainability: Manchester Arts Sustainability Team**

A brilliant example of positive collaboration on climate change, this network of 27 organisations work together to reduce their environmental impacts. Using arts and culture they inspire audiences to think about sustainability and take action.

### **Promotion of Talent and Leadership: Contact**

This leading national theatre and arts venue places young people aged 13-30 at the heart of decision-making. The result is an outstanding, diverse and accessible artistic programme, including high quality talent and personal development opportunities.

### **Best Business Partnership: Bruntwood**

Their partnerships with Manchester School of Art across a variety of collaborative projects, and with the Royal Exchange Theatre (for the Bruntwood Prize for Playwriting) highlight the company's appetite for innovative, long-term partnerships that create new opportunities in the city.

### **Best Event: What is the City but the People?**

Commissioned by Manchester International Festival and created by the people of Manchester, the opening event of the 2017 festival - a 'self-portrait of the city' - began with an open invitation to neighbours, friends and total strangers to participate in a 'cat walk' parade. Its impact was impressive, memorable, great fun and absolutely Mancunian.

### **Best Performance: Tony Walsh - This is the Place**

Performed at the vigil on the evening following the Manchester Arena attack, Tony's words reached far beyond the gathered crowds in Albert Square, with extensive live coverage on news channels across the world. A powerful moment that became a focal point in the midst of the city's pain, this performance perfectly demonstrated the capacity of poetry to connect.

**Best Exhibition: Never Going Underground: The Fight for LGBT+ Rights at People's History Museum**

Co-curated with volunteer community curators. This exhibition focused on the political importance of being seen, showcasing the ways the LGBT+ movement has championed visibility in both grand and small ways.

**Inspiring Innovation: Z-Arts - My Planet**

Delivering aspects of the national curriculum through arts and creativity led to an improvement in attitude, motivation and academic achievement of more than half the participating pupils. Teachers reported benefits combining the arts with science, mathematics and English language, and artist-led teaching enabled more pupils to engage and contribute in the classroom.

**Outstanding Contribution: Manchester International Festival**

The world's first festival of original new work and special events, MIF is staged every two years in Manchester at venues across the city. The programme features artists from across the UK and around the world, and attracts local, national, and international visitors.

**The Manchester People's Culture Award: Video Jam**

Curating, commissioning and presenting films with musical accompaniment, Video Jam work with large cultural institutions while supporting young and emerging artists. Part of the grass-roots Manchester arts scene, they have presented over fifty events and projects across the UK and beyond.



**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 10 October 2019

**Subject:** Manchester Art Gallery’s Update

**Report of:** Director of Manchester Art Gallery and the Strategic Director of Neighbourhoods

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**Summary**

This report details Manchester Art Gallery’s programme, reach and social impact during 2018/19 and 2019/20 within the context of our strategic plan.

**Recommendations**

The Committee is recommended to approve the contents of the report.

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**Wards Affected:** All

<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	We provide support for the creative economy through our public programme, training and development opportunities for young people, and contribute to economic growth and prosperity of Manchester by championing creativity, supporting creative industries, and through cultural tourism.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	We develop and nurture skills within our workforce and support the development of skills and creativity of Manchester residents through our programme of events, workshops, activities and exhibitions.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The gallery aims to support individuals, families and communities achieve best outcomes through a programme that brings people together, encourages creative decision-making, and delivers public projects that generate social capital.
A liveable and low carbon city: a destination of choice to live, visit, work	We will continue to make Manchester Art Gallery (including Platt Hall and Queen’s Park) a green and sustainable organisation, and attract a diverse population to our public programme from within and outside the city to promote and celebrate Manchester as a city with a strong, healthy culture and environment.

A connected city: world class infrastructure and connectivity to drive growth	We deliver world-class exhibitions, education, arts and health, and community development through national and international partnerships.
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**Background documents (available for public inspection):**

None

## 1.0 Introduction

Manchester Art Gallery sits within Manchester City Council's Neighbourhoods Service, in the Growth and Neighbourhoods Directorate and plays a key role in the cultural and civic life of Manchester. We are also part of the Manchester Museums Partnership (with the Whitworth - with whom we share a Director - and The Manchester Museum). We receive MPM/NPO funding from Arts Council England (ACE) to work together, across governance structures, to deliver the city's objectives and promote Manchester as a centre of knowledge, creativity and culture.

## 2.0 Vision

Our work is driven by the needs of the people of the city and the strategic priorities of Manchester City Council and Art Council England.

Manchester Art Gallery's new vision, as part of a wider new mission and vision for the Manchester Museums Partnership, prioritises the role of culture in shaping social change, and builds on our origins as the original 'useful museum' that's been at the centre of the cultural life of the city for almost 200 years. From its origin as the Royal Manchester Institution for the Promotion of Literature, Science and the Arts, the gallery has been proudly part of Manchester City Council since 1882.

By revisiting our founding principles as an educational institution, founded by artists and the business community, we will ensure that the city and all of its people grow with creativity, imagination, health and productivity.

Manchester Art Gallery will remain for and of the people of Manchester. The gallery is free and open to all people as a place of civic thinking and public imagination, promoting art as a tool to achieve social change. Through the City's collections, displays and public programmes we work with all our constituents to ensure creativity, care and consideration infect all aspects of the way we live.

We deliver this vision through the following objectives:

### 1. Social Impact.

Delivering social impact and a societal health by developing a holistic and purposeful artistic programme of art and education. This includes exhibitions, education, community programmes, events, arts and health programmes and the promotion of social capital and 'artful living'. Priorities include: the development of a new Clore Learning Space for families and pre-school children; increasing access to art, health and social change programmes with a wider range of communities, expanding programmes specifically for South Asian communities and residents in less engaged wards (cold spots); and increased use of collections for social educational and social purpose.

### 2. Good Housekeeping

Ensuring we manage our public assets well: making best use of our resources by reconfiguring our buildings and gallery spaces to make better use of the collections;

reviewing and developing our policies, people, and our ways of working to improve the way we use our spaces to deliver a holistic artistic programme. Priorities include: delivering a balanced budget and increasing earned and fundraised income, reducing our carbon footprint to support Manchester's aim to be carbon neutral by 2038 and addressing the Climate Crisis, reviewing our staffing roles and structure to make us fit for purpose for the long-term, developing our collections (and the way we house and use them) at Platt Hall, Queens Park and Manchester Art Gallery, and beginning the development of Platt Hall as a radical new sector-leading model of international standing, created with and for the communities around it.

### **3. Art School for Life**

Campaigning for the role of art and artists in broader society in a full spectrum approach that includes talent and skills development, problem solving, and learning through making and doing. We want Manchester to be a city where everyone can see themselves as an artist - and where the gallery as the touchstone for this in every stage of residents' lives. Priorities include the Esmee Fairbairn Collection Fund project to develop the use of Platt and its associated collections; initiating a rehang of all collections with a more socio-political focus, developing and rationalising spaces at the gallery for educational purposes, and increasing access and use of the collections.

### **4. Civic Think Tank**

Establish Manchester Art Gallery as a 'Civic Think Tank'; creating a convening space for voices across the city, nurturing diversity and valuing nuance and complexity across all constituencies, with artistic and social programmes offering an antidote to polarised debates, promoting intergenerational and intercultural working, embedding democratisation and decolonisation across the institution, developing co-curation models with 'social making', piloting new forms of philanthropy based on the renewed public value of the institution. Priorities include: increased programmes to address key issues of the day; developing more strategic partnerships with the Higher Education sector, developing the work around the Manchester Together Archive, establishing a research centre around the role of artists in the city.

## **3.0 Performance**

### **3.1 Reach**

Manchester Art Gallery welcomed 731,002 visitors last year, making us the most visited museum or gallery in Manchester. This represents a continuation of the upward trend in visiting we have seen at MAG in recent years: visitor numbers are 14% up on the previous year and almost double (94% increase) on visitor number in 2010. To put the scale of the Gallery's reach into some context, visits to Manchester Art Gallery now account for 15% of all visits to cultural organisations in the city. Put another way, 1 in 7 visits to cultural institutions in Manchester, happen at Manchester Art Gallery. This statistic responds to the reported 4.4 million visits to Manchester cultural organisations recorded in the MCC 2017/18 Cultural Impact survey.

Of particular note this year, is the sharp growth in participation rates. Over 91,000

people engaged as participants in our programmes.

This breaks down as follows:

- Over 18,000 participants in the schools programmes (up 22% on 17/18)
- Over 21,000 participants in the adult programmes (up 15% on 17/18)
- Over 52,000 participants in the family programmes (up 14% on 17/18)

Almost 65,000 engagements were delivered through Manchester Art Gallery's informal programme which includes gallery tours, Lates events, family and early years workshops and activities for adults such as Philosophy Café and mindfulness sessions. This engagement represents an increase of 58% on 2017/18.

### **3.2 Equality and Diversity**

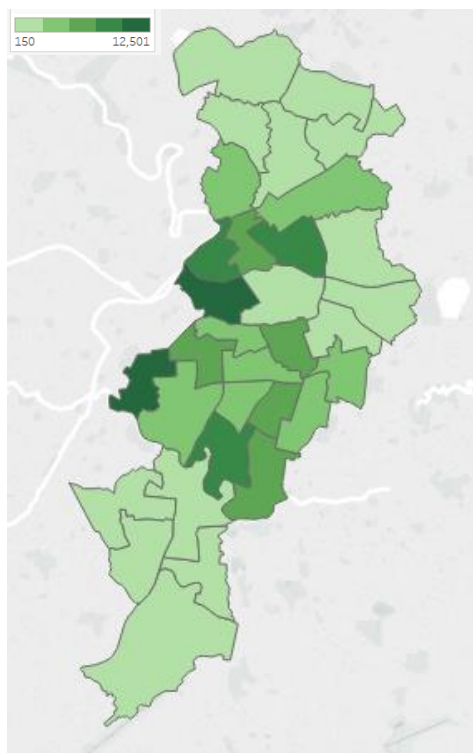
In addition to strong overall growth in visiting and participation, our research data evidences strong progress on increasing the diversity of our audiences. In 2018/19, 19% of all visits to the gallery were made by people from a minority ethnic background. This proportion has increased from 9% in 2016/17. This increase is partly a reflection of better data collection practices at the gallery, but, more importantly, provides tangible evidence of the impact of ongoing work at the gallery to diversify the public and exhibitions programme and provide new platforms for artists from diverse backgrounds. Examples of this include New North and South, a large scale programme of exhibitions and activities focussed on South Asian contemporary art, and our recent major exhibition *Speech Acts: Reflection-Imagination-Repetition*.

### **3.3 Volunteering**

Volunteering continues to thrive at MAG. We are currently working with 100 volunteers across a variety of roles including working with collections, supporting engagement programmes and audience research and evaluation. In total, these volunteers gave 4,417 hours of their time. Volunteers are engaged across a range of age groups including 15 young volunteers aged under 19 and 31 older volunteers aged 50 and over. 1 in 7 (15%) of volunteers are from a minority ethnic background. Residents of the following wards volunteer with MAG this year: Baguley; Fallowfield; Moss Side; Longsight; Chorlton; Hulme; Old Moat; Rusholme; Didsbury West; City Centre; Whalley Range; Woodhouse Park. In 2018, MAG completed the third year of our Volunteering for Wellbeing programme, delivered in partnership with Start (NHS Mental Health Recovery Pathways). This programme builds on the IF Volunteering Programme (<http://volunteeringforwellbeing.org.uk/>) and continues to deliver social and societal health impact.

*"The gallery is a place I feel safe and no-one is judging me"*  
course participant, Volunteering for Wellbeing

### 3.4 Reach in Manchester Wards



This map shows the number of engagements made with Manchester Art Gallery by residents of each Manchester ward in 2018/19. This map draws on data on engagements from across the programme including our work with Manchester schools (discussed in more detail below). An interactive version of this map can also be accessed here:

<http://bit.ly/MAGWardReach201819>

The analysis shows that in 2018/19 MAG engaged with residents in every ward in Manchester.

MAG recorded the largest number of engagements in Hulme (12,501), Chorlton (12,335), Deansgate (8,672), Didsbury West (8,660) and Ancoats and Beswick (8,476).

We are working in all 'cold spot' wards identified by MCC in the Manchester's Cultural Impact Research seeing good year on year increases in engagements.

Ward	Number of MAG engagements 18/19	Areas of low engagement (MCC Cultural Impact Survey)
Old Moat	3,587	Low participation
Woodhouse Park	2,575	Low attendance and participation
Brooklands	2,539	Low attendance and participation
Northenden	1,841	Low attendance and participation
Moston	1,573	Low participation
Harpurhey	1,244	Low attendance and participation
Sharston	266	Low schools engagement

### 3.5 Schools

The schools programme at MAG is now exclusively focussed on Manchester schools and colleges. In 2018, saw the highest number of schools engagements in the following wards:

- **Piccadilly** (2,399). This represents work with Manchester College via the Future Creatives strand, a programme that connects young people with the city's creative network and provides a platform to develop and share talent.
- **Chorlton** (1,265). Including work with pupils and staff of St John's RC Primary School, Oswald Road Primary, Brookburn Primary, Chorlton CE Primary

- **Clayton & Openshaw** (1,034). These engagements all relate to intensive work with work with pupils and staff at our partner school St Willibrords RC primary.
- **Brooklands** (651). These engagements all relate to intensive work with work with pupils and staff at our partner school Button Lane Primary.
- **Crumpsall** (615). These engagements all relate to intensive work with work with pupils and staff at our partner school Cravenwood Primary Academy.
- **Fallowfield** (4,774) Partnership work with diverse families at St. Wilbraham's Primary School to improve and make relevant on-site family facilities and activities at the gallery.

### 3.6 Targeted engagement and outreach in cold spot wards

In 2018/19, MAG delivered early years and family learning initiatives with Clayton Sure Start Centre designed to support health visitors in the delivery of child development reviews. These sessions engaged babies, toddlers, parents and carers from the area surrounding ward Miles Platting and Newton Heath.

MAG are working on a long term project with the Great Places Housing Group and Olivia House in Clayton and Openshaw, Projects with the families and staff from Olivia Lodge will help inform the MAG family programme and Clore re-development. The project will also see us redeveloping spaces and programmes in-house at Olivia Lodge.

MAG continues to deliver art-based English Language sessions (ESOL) with to adult groups from Abraham Moss Adult Learning Centre (Crumpsall). A new initiative is underway to work with Manchester Carers at Duncan Edwards Court (Miles Platting and Newton Heath), Rose Court (Levenshulme) and Cardinal Court (Moss Side).

### 3.7 Our programme

#### 3.7.1 Exhibitions

The quality and popularity of our artistic programme continues to attract large audiences. Exhibitions and displays over the last 2 years have included:

- **Sonia Boyce** - The first retrospective of leading British artist Sonia Boyce OBE reflected her move from earlier drawing and collage exploring her own position as a black British woman, towards more improvised, collaborative ways of working. As well as photography, film and wallpaper, we commissioned Boyce to make a new collaborative live work and film for the exhibition called *Six Acts* which the Contemporary Art Society have bought for our collection. This exhibition was part of RA250, as Boyce is a Royal Academician and was awarded an Arts Council grant for the arts.
- **Martin Parr** - The award winning documentary photographer Martin Parr presented *Return to Manchester*, a selection of works he has taken in and around Manchester over his 45 year career. He has also created a new body of work looking

at a diverse selection of people living in our city today. The accompanying catalogue had to be reprinted after selling out and the exhibition was very popular with visitors due to its local subject matter.

- **Speech Acts** was an exhibition which asked the question what do we mean by the term 'British' in our public collections of modern and contemporary British art. This is a two-year programme of research, exhibitions, displays, commissions and acquisitions anchored in art works by British artists of African and Asian descent. The art works on display were from public collections in Manchester and Bradford. The works were in dialogue with works by other 20th century artists to interrogate the concept of Britishness.
- **Nordic Craft and Design** – This exhibition highlights the superb quality and creativity inherent in design from Denmark, Finland, Norway and Sweden. Showcasing furniture, fashion, lighting, ceramics, glass, metalwork and jewellery, the exhibition features pieces from our collection complemented by loans of iconic works from 1930 to the present day. Designers and crafts people from the four countries are represented, as well as other makers who are inspired by Nordic design which promotes that good design enhances the quality of life.
- **And Breathe** - An exhibition of artworks from Manchester Art Gallery's collection that has been co-curated with a community mental health group and a primary school class to explore the relationship between art, positive mental health and wellbeing. The exhibition was designed to encourage people to slow down, connect with art and themselves to enhance their wellbeing. It is part of the gallery's wider Mindful Museum campaign that aims to raise awareness and promote understanding of how mindfulness can be used within museums and galleries to improve good mental health and wellbeing.
- **Reframe** - Caroline Broadhead and Maisie Broadhead's Reframe was an exhibition which interrogated historic representations of women and the portrayal of women's work. The mother and daughter artists have made new works in photography and craft in response to historic paintings of women by male artists in our collection.
- **Leonardo: A life in drawing** - On the 500th anniversary of Leonardo da Vinci's death we took part in a national celebration of the artist's work with the Royal Collection Trust and 11 other galleries across the nation. Each venue exhibited 12 original drawings by Leonardo. Alongside the exhibition, we showed a selection of rarely seen works on paper from our collection looking at depictions of the body in art. The exhibition was hugely popular and attracted 254,345 in just 3 months.
- **Halima Cassell** - This exhibition showcases one of the UK's most distinctive and dynamic sculptors and ceramicists. Inspired by geometry, architecture, natural forms and foreign travel, she creates deeply carved forms in unglazed ceramic, bronze, stone, wood and cast glass. Cassell was born in Kashmir, grew up in the North West of England and her sculpture reflects her dual international and local heritage. This is her largest show to date, in the city where she first dreamt of becoming an artist.



- **Get Together and Get Things Done** - This exhibition is part of a city-wide programme in 2019 to commemorate the bicentenary of the Peterloo Massacre and explores with people the wider theme of the crowd through international historic and contemporary art and group activity. It demonstrates how an exhibition and an art gallery can be shaped by the crowds that use them.
- **Louise Giovanelli** - Contemporary painter Louise Giovanelli investigates the languages and histories of painting. For this exhibition she focused on the Medieval to the Renaissance period, exploring how the development of new techniques and styles influenced the course of European painting.
- **MIF 2019 - School of Integration** was a new commission with leading Cuban artist and activist Tania Bruguera for Manchester International Festival 2019. Within the current national context of polarisation, it reimagined the gallery as a place for integration of all people and acknowledged the city's cosmopolitanism as one of our greatest strengths. We worked with 104 immigrants originally from 53 countries who've made Manchester their home to provide lessons in a wide-range of subjects including languages, culture, politics, history and many other forms of knowledge. These were not only instructional lessons, but something more personal and vivid. Every teacher passed on their own knowledge to anyone interested in developing new skills – resulting in a new kind of shared learning experience.

### 3.7.2 Web and digital

In 2018 our web visit figures were significantly affected by the international attention on the gallery in February during the temporary removal of Waterhouse's painting *Hylas and the Nymphs*. Total number of visitor sessions for the year was 510,670, with a unique spike of 14,181 users on 1 Feb 2018. During the year, there's been a noticeable change in demographics: female audience up from 56% to 61% and a growth from 26% to 30% in the 25-34 age range.

During the year, we worked with developers ARTiMBARC to produce a bespoke mobile web-application to support our exhibition *And Breathe...* The application is accessed via mobile in the exhibition space by a 'touch to play' RFID or QR code and provides a series guided meditations for visitors. Take-up has been positive, with 6,620 user sessions between March-December 2018 and a 5\* average user rating. Using previously unpublished archive material from Martin Parr, we produced an online version of the artist's 1986 *Point of Sale Diary* (which is in the collection of Manchester Central Library). The diary is presented as an interactive in the exhibition resource area and is available online.

(<http://manchesterartgallery.org/microsites/parr>)

As part of the UK-wide *Objects of Obsession* programme, we worked with The Space, Royal Academy artistic director Tim Marlow and artist Sonia Boyce to produce a live-streamed in-conversation from the gallery. Live-streamed over Facebook on Thursday 8th March there were 3,804 views over the evening. Our 3 main channels continue to grow slowly but consistently. Total audience reach for the year across Facebook and Twitter was 3,748,126.

### 3.7.3 Learning and Engagement

Over the last year, learning and engagement continued to embrace Our Manchester, working with residents and listening to local needs and priorities to provide a service for Manchester residents at all stages of life.

**Early Years programme** - Through redevelopment of the Clore Art Studio (the gallery's main early years art space) we are creating a unique immersive experience for families. Working closely with Manchester Health Visitors Team, staff from Clayton and Martenscroft Sure Start and the company Tiddlywinks, we are testing new types of activities for babies, toddlers, children and parent / carers that focuses on health outcomes. Baby Stay and Play is a weekly art/health check session for new parents and their infants and for Manchester Health Visiting team carry out baby health checks. Both health visitors and parents report that they find the art gallery to be an effective and welcoming environment, and baby and parents enjoy the art activities and feel more relaxed about the health checks. The sessions have a positive impact on the mother's stress levels, leading to better maternal mental health. Health visitors emphasise that the sessions make it easier for them to spot and address issues, or refer parents and baby on to other services. Over the year, Baby Stay and Play attracts nearly 900 new parents and babies to the gallery. The gallery has also delivered these sessions at Clayton Sure Start Centre and Olivia House, a charity for very young mothers.

We are partners with Manchester Metropolitan University on a PhD programme investigating how early years art gallery activities contribute to the health agenda.

**Families** – We are working with Wilbraham Primary School in Fallowfield to improve the quality and appeal of gallery activities for a more diverse range of families. The gallery continues to run its monthly Open Doors programme for autistic children and their families and the family holiday programme has grown with stronger links to partnerships and national initiatives (eg. Costume Factory linked to World Book day in February in partnership with Central Library). As a result, we now have the highest level of engagement with Manchester families, peaking at over 50,000 this year and becoming the fastest growing part of the gallery's programme.

**Schools and Colleges** – The gallery have developed new partnerships with four schools – Abraham Moss Community School (Primary and Secondary), The Communications Academy in Harpurhey, Our Lady's RC Primary School in Whalley Range, and Burnage Academy for Boys. The programme involves both activity at the gallery and in the schools, accompanied by continual professional development for teachers. The schools are also a testbed for the emerging Manchester Cultural Education Partnership. The gallery is also trialling an immersive 'school in residence' model with Abraham Moss's year 6, building confidence and resilience as they prepare for transition into secondary school. Abraham Moss are using this model to secure Arts Mark status. The gallery is continuing its theme weeks and broker school relationships with Central Library, the Royal Exchange and Bridgwater Hall, helping to build the cultural capital of Manchester's school children.

**Creative opportunities for the city's college students** - Future Creatives, the gallery's programme for Manchester College's students, introduces college students

to the world of art, craft and design, linking them to professionals working in the creative industries. Last year, 60 Future Creatives took inspiration from the South Asian Design exhibition in our New North and South programme, and 12 were selected and their prototypes developed. This resulted in the production of clothes, art work and jewellery; the clothes and art work were displayed in the gallery and the jewellery was sold in the gallery shop. One of the young people was shortlisted as a young creative of the year at the inaugural Manchester Cultural Awards. This year's intake took inspiration from the gallery's mindful *And Breathe* and Nordic Design exhibitions, worked closely with the gallery's Commercial Lead, and designed products for the shop. These were very popular with the shop customers, with the zine publication selling out in a few days.

**Social and creative opportunities for the city's young people** - The gallery's Creative Consultant initiative attracts young people outside formal education, providing art sessions and projects for young people as they begin to exercise their own choices and decisions. Last year, 25 young people focused their energies on the first Festival of Manchester in Platt Fields. They ran activities questioning the future use and scope of Platt Hall, formerly the Gallery of Costume. The creative consultants used the festival to share their ideas about the future of the hall and canvas the opinions of other festival goers and users of Platt Fields. We also partnered with Contact Theatre's young people (Contact Young Contemporaries) who wrote and produced an interactive play entitled *Old Tools*. Five productions took place to an enthusiastic audience, who were invited to re-examine the gallery's displays through the eyes of the young people.

**Communities** – We have extended the relationship with Burnage Buddies, a Pakistani older women's group, encouraging its members to take part in gallery sessions and explore the opportunity to become gallery volunteers. We have also embedded adult access with the gallery's Making Conversations sessions (for vulnerable adults) and BSL and Audio described tours.

**English Language Provision** – The gallery is extending its relationship with the Council's Talk English programme. The gallery was chosen as the location for the announcement by Lord Bourne of a further year's funding for this national initiative. To enhance on site provision, the gallery is hosting a MAES English language tutor in residence.

**Extending volunteering opportunities** - Volunteering at Manchester Art Gallery continues to grow in numbers and in scope. Alongside the vibrant volunteering programme, the gallery runs an annual Volunteering for Well Being programme. 10-15 adults suffering from social isolation are recruited via a mental health charity. During a two week course at the gallery, art and creative processes are used to build their confidence and self-esteem. Following the intensive course, the volunteers are placed in partner galleries, museums and other cultural organisations, further enhancing their well-being and sense of self-worth.

**Age Friendly** – The gallery is working with the artist Suzanne Lacy on a participatory project that will involve BAME women reaching retirement age. The approach will be to explore the situation of marginalised women before they become entitled to a state pension. The gallery's Age Friendly Collective continue to programme events and

activities at the gallery.

**Addressing Homelessness** - MAG has developed an enduring relationship with Streetwise Opera and With One Voice. Streetwise Opera hold weekly performances in the gallery and collaborated with us to deliver four public events, showcasing the talents of homeless people. In addition to this, we partnered with Museum of the Homelessness to deliver the pop up exhibition / performance, *Objectified*. This interpreted the lives of homeless people through their objects and stories and involved local people and stakeholders in debates and discussions about homelessness. One visitor stated:

*A very powerful experience indeed. We are still talking about it. We need more museum experiences like this - that resonate deeply with contemporary issues.*

Gallery staff also received training and we've have increased contact with other council services, for example the Rough Sleepers Team, and the police in an effort to provide a city-wide, cohesive solution.

*"It is true: art has the power to transform the world. It has transformed mine."*  
Member of Streetwise Opera.

*"Our group love to spend time in the gallery, and I receive countless reminders of what a nice place it is to learn and be creative in. Confidence within entering the space has led to members of the group begging to access other events within the gallery"*

Gareth Smith Streetwise Opera, Manchester Co-ordinator.

**Health and Well Being** - Alongside the regular Take Notice and Mindful Marks sessions, the gallery now has an established mindful exhibition, *And Breathe....* where art was selected by Charlestown Primary School (Cheetham) and an adult mental health charity and is enhanced by comfortable chairs and sofas. A mindful app can be downloaded for free to guide the listener through relaxation techniques. The exhibition has been refreshed recently, working with the Depaul charity to examine homelessness, coping strategies and mental well-being. Dwell time in this space has increased and visitor feedback is very positive.

*"I spent two months in a psychiatric unit earlier this year due to major depression and psychosis. I am actively looking after my mental health; being in this room has helped me. Thank you"*

*And Breathe....* was shortlisted for the inaugural Manchester Cultural Awards

### 3.8 Platt Hall

Work has now begun in earnest on the redevelopment of Platt Hall. With the planned relocation of the costume collection to MAG (with a new gallery of fashion and dress opening in 2020) and Queens Park Conservation Studios (collection and archive resource), Platt Hall has the potential to become a unique cultural space. We are working with local communities to transform this important historic landmark into a vibrant, welcoming and inspirational creative space, making best use of the city's

diverse art and design collections to serve the needs and interests of this equally diverse neighbourhood. This is a long term project, but we have made a start in securing phase one research and development funding from both the Esmee Fairbairn Collections Fund (EFCF) and the Paul Hamlyn Foundation (PHF).

This research and development phase comprises three interdependent strands:

- The identification and development of collections and archives relevant to the Hall and its communities
- Building key partnerships within local communities and evidencing local need
- Developing a longer-term strategy for the site which will lever further funding to support the ultimate aim of re-opening fully as a sustainable and embedded local service

We are currently identifying and documenting areas of the collection associated with Platt Hall and/or of potential relevance to its constituent audiences. This includes little-known and previously under-used material such as the Mary Greg Collection of handicrafts and children's toys, the Lewis Day Collection of folk textiles, and the Charles Rutherston Collection of early 20<sup>th</sup> century painting and drawing, but may include other material as research and consultation develops over the next twelve months. The archives at both Platt Hall and MAG are being audited in order to identify relevant supporting material, and this is already yielding results as we build up, for the first time, a more detailed picture of the diverse history of the Hall and its standing in the local area over the past 250 years.

Alongside this, the immediate neighbourhoods of Rusholme, Moss Side and Fallowfield form the focus for developing key local partnerships. This year's Festival of Manchester in Platt Fields enabled us to showcase quirkier objects from the wider collections, reveal little-known aspects of the Hall's history, and solicit ideas for its future with a wide range of potential visitors. Contacts have also been made with local groups and organisations including the Friends of Platt Fields, Urban Diggers, Trinity House, Robert Darbyshire GP Practice, Rusholme and Fallowfield Civic Society, the Terrace Square Artists Project, and the Manchester Maya Project. Initial findings indicate that Platt Hall is held in great affection locally, and that there is a clear appetite for developing it as a community resource. Ideas already forthcoming include a community café/social drop-in space; facilities for local groups to meet, run workshops, share skills; making/creative spaces where local and emergent artists and makers can develop, share and sell work; a space to display, celebrate and discuss local culture and history.

However, the impact of two years' public closure has also caused widespread disillusionment and scepticism regarding MCC commitment longer term. Encouraging public participation and investment in the Hall, while also managing expectation of what can be achieved in the short term, is thus key to this phase of the project. With this in mind, we are inviting local communities and residents to see for themselves both the opportunities and challenges the Hall represents. Throughout autumn 2019, we will host six exploration and discussion events in the Hall, intended to re-acquaint people with the unique qualities of the site, demonstrate the work that is ongoing to secure it as a usable space, provide hands-on encounters with the wider collections, generate discussion about local need, and inform priorities for

developmental activity over the next 18 months. In partnership with Dr Abigail Gilmore (University of Manchester), lead researcher on the AHRC Valuing Parks and their Communities project, we are also working to strengthen ties between the Hall, the Park and its users. From this initial exploratory work we will develop a programme of more targeted work responding to key local issues, tapping into and supporting existing cultural activity and developing a more informed sense of the unique contribution Platt Hall can make to the local neighbourhood. This will form the basis of a longer term strategy for which we will be seeking further external funding.

### **3.9 Manchester Together Archive**

The creation and development of the Manchester Together Archive – the physical and digital record of the spontaneous public response to the Arena attack of 22 May 2017 – has been a strong area of focus for the gallery over the last 2 years. Working with key partners at the University of Manchester and Archives + we have stabilised and inventoried over 10,000 tributes, and created a physical archive space in the basement of the gallery to house the material, enable people to explore and discuss the material, and to work on the on-going programme of documentation, interpretation and development.

Access to the material is currently restricted, and we support the ‘families first’ approach and recognise and respect the sensitivity of the material, and the need for the archive to be quiet contemplative space for those most impacted by the events of 22 May.

Understanding this archive within a broader global context is essential, and we have created an international network with other cities who’ve experienced similar terrorist attacks and are dealing with similar spontaneous public memorials. We held a 2-day international seminar at Manchester Art Gallery in October 2018, funded by the British Academy and organised by the University of Manchester, to share experiences with archivists, curators and conservators from Paris, Stockholm, Brussels, Nice, and Barcelona. We have now established a network mailing list and an online platform for the network to share experiences, guidelines and outcomes. This year we have developed an innovative volunteer programme, begun the process of cataloguing and digitisation, uncovered new stories about the archive, hosted visits to the archive for the families of people who died in the attack, provided opportunities for people to engage with archival material and contribute to the development of an online archive, and promoted the archive and associated research at conferences in the UK and overseas.

13 volunteers have been recruited to assist with cataloguing and digitising the material in the archive, and collectively they have contributed 274 hours to the project. The volunteers work closely with the archival material, which carries an emotional load, and so following advice from mental health professionals the volunteer programme has been structured to support emotional wellbeing. The volunteers come from a range of backgrounds and have different motivations for getting involved. One commented that the best thing about volunteering was ‘*getting to work on such an important special project.*’ Evaluation feedback from volunteers shows they have developed different skills, including working on the database, teamwork and independent working, and view these skills as useful for their own

work and careers. Many commented that they have developed knowledge of the city. One volunteer commented that volunteering has '*helped my emotional wellbeing – I felt purposeful*' and another stated that '*working on the project has helped me with my own recovery following the tragic events of 2017.*'

The families of people who died in the attack have an open invitation to visit the archive at any time. Over half the families have now visited the archive, and all visitors expressed their gratitude that the material had been collected and is being preserved. Staff shared plans for digitising and making the material accessible online with families during these visits, and took on board feedback about what should be made available to visitors and online audiences. The visits were also an opportunity for project staff to learn more about the significance and meaning of the items in the archive for different family members. Dan Hett, brother of Martyn Hett who died in the attack, tweeted about the archive after he visited on the anniversary in May 2019. He said that '*the fact that it's been captured and archived so perfectly is really something... it was amazing to see.*' Press outlets picked up on his tweets, and there was an overwhelmingly positive response from the public to the work that has been done so far.

In addition, the archive has hosted visits from other people connected to the attack, as well as key stakeholders from the Council and the heritage profession. Comments and questions during these visits demonstrate a huge interest in the archive and its potential uses. Participants found the experience both emotive and thought-provoking, with one participant commenting that they were really pleased '*to have the opportunity to be involved in archiving Manchester history*' and another saying that '*they felt really honoured to be able to have access to these items.*' As well as work with invited groups, project staff worked with the gallery's learning team to host visits to the archive for pupils from Abraham Moss School. These visits enabled the discussion of important themes and provoked interesting and engaged questions from the children. More of this work is planned over the next school year.

As the project develops new research opportunities are emerging and our understanding of the potential uses of the archive continues to develop. In recognition of the work undertaken so far, the Manchester Together Archive team are Directorate winners in the Manchester City Council Awards for Excellence 2019 in the Working Together for Manchester category, and will be going forward to the council-wide finals on 18 October.

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## CASE STUDY 1: And Breathe

The exhibition, *And Breathe* is Manchester Art Gallery's ongoing commitment to providing a space where people can come de-stress by using art. Devised in 2018, it was the product of a collaboration with adults from Manchester Mind and pupils from Charlestown Community Primary School. The grownups and children worked with the gallery team to select six works from the city's collection that they found aided relaxation. Using this as a starting point, the gallery set up a short app, downloadable for free, that visitors can use to access basic mindfulness techniques and relax with paintings on display. Visitors can sit on sofas and other comfortable chairs. Evaluation shows that the majority of people spend 30 minutes in the space or "lose track of time." *And Breathe* has undergone two rehangs, the most recent co-curated with staff from the de Paul charity. Part of this focuses on supporting people who have suffered a bereavement. The other focuses on helping create coping strategies for people in the city who are coping with the strains of working with homelessness.

*And Breathe* can be accessed during all opening hours. In addition, the gallery offers fortnightly 30 minute *Take Notice* long sessions and quarterly afternoon long *Mindful Marks* activities. These are set up for drop-in visits, but increasingly patterns are emerging of people who have been referred, or are deliberately using them to care for their mental wellbeing.

What participants have said:

*"I spent two months in a psychiatric unit earlier this year due to major depression and psychosis. I am actively trying to look after my mental health; being in this room has helped me. Thank you."*

*"I've been feeling really down recently so a visit was in desperate need. This was just what I needed for my mental health. I feel better now."*

*"Thank you. I came into the gallery feeling sad and anxious. I feel much better and stronger now."*



A community group selects painting for *And Breathe*....

## CASE STUDY 2: Early Years at Manchester Art Gallery

In 2017 Manchester Art Gallery (MAG) developed a partnership with the Manchester Health Visiting Team (MHVT) and the city centre Sure Start. The initial driver for this was the need to find a venue for the St Peter's Sure Start weekly Baby Stay and Play sessions in light of the closure of the Town Hall. However, in consultation with the MHVT, the gallery quickly realised that early years art practices could be used to enhance the work of the MHVT and combine skills to deliver better health outcomes for babies and parents in the city centre. In this way, MAG moved beyond being a venue to being an active collaborator.

The weekly health clinics have now become part of the gallery's programme. New parents / carers from the city centre and nearby wards, many of whom are first time gallery visitors, access their baby's first health checks or are signposted to other services. To make this more effective and enjoyable, the gallery works with an artist (who is also an early years arts specialist) to design an immersive, sensory environment. This forms the "waiting room" where parent and baby relax and enjoy themselves with others. The health visitors have reported that this initial non-clinical and creative approach not only relaxes both baby and parent, it opens up fresh and non-judgemental conversations, both of which lead to more effective health checks and diagnosis. There is also an indication that this is underpinning better maternal mental health. The gallery has now extended this partnership to include Manchester Metropolitan University and a PhD has been set up to explore how art practices and the gallery is contributing to these better health outcomes.



On the back of this work, MAG has helped deliver these type of clinics at Clayton Sure Start and at Olivia Lodge, a supported housing unit for vulnerable young mothers. Creative sessions for eligible two year olds and their parents have taken place at Martenscroft Sure Start and a new creative approach to development tests for 2 year olds has been piloted, again giving a tool to the MHVT for better, early diagnosis.

*“Great to see a health visitor in the gallery – more of a day out than going to the doctors, great stimulation for baby and a chance to chat to other parents. Plus conversation starters – the gallery, art exhibitions etc. It’s the one thing ‘ve done regularly since birth.”* Parent at the gallery’s health clinic.

### CASE STUDY 3: Schools in Residence

Manchester Art Gallery piloted a new schools in residence programme with Abraham Moss Community School. The school covers both primary and secondary education and draws pupils from Crumpsall and Harpurhey. The student population is highly diverse, with 63 languages spoken and over 20 countries of origin. This initiative focused on the primary school's complete Year 6 (3 classes) and their teachers and took residence at the gallery over a two week period. The residency was worked up in consultation with the Head Teacher and Director of Creativity who were interested in exploring ways that the children could enhance their self-confidence in the post SATs summer term, prepare for transition to the secondary school and connect with Manchester's cultural venues.

In response to this, the gallery designed a bespoke residency, connected to the exhibition *Get Together and Get Things Done* and drew in other partners. These included Central Library, the Manchester Together Archive, Bridgewater Hall, Royal Exchange and the Town Hall. Based at the gallery and through these partners, the pupils explored the importance of culture to the city through its buildings, collections and activities. They also discovered how art can be used to articulate voice and identity with confidence. They produced a set of mini-protest figures representing the issues that matter to them (these became part of the gallery exhibition) and designed their own t-shirts. They left secret messages on loose pieces of paper in books in the library and on the Metro (with consent of both Library and Metro). The result of the residency was increased confidence, the realisation that art and culture in the city can be used to articulate their voices, and a greater shared identity between the pupils, their neighbourhoods and the city.

From the pupils:

*"First I thought art was boring. Then Mrs Venessa (workshop leader) told me each painting has a message. Then I like to find out about the message in each painting. It was fun."*

*"Art is for everyone no matter if you are good or bad [at it]"*

*"Art can be anywhere."*

*"We have enjoyed every minute of the residency and I can't thank you enough for giving us the opportunity to work with you. The experience has not only been incredible for the children, but I know as staff we have been inspired too."* Faye Bond, Head Teacher



Abraham Moss Community  
Primary in the Manchester  
Together Archive

## CASE STUDY 4: Making Conversations



*Making Conversations* is a monthly three hour long workshop at Manchester Art Gallery. It was originally set up for blind and visually-impaired participants and the sessions incorporate multi-sensory approaches and audio-description. As the sessions developed, the appeal widened beyond the visual impaired community, showing that multi-sensory techniques worked with a greater range of people, many of who wanted an opportunity to meet at the gallery, make new acquaintances and join in conversations.

*Making Conversations* has since become a get-together for new and existing participants who have come in contact with the gallery through its outreach and community engagement projects. It's a 'go-to' session so that contact can be maintained after specific projects finish. As such the group has grown in diversity, both in age and background. When mobility or other access issues are a barrier, the gallery supplies transport so that the opportunity benefits those who may not be able to independently reach the gallery. In going this extra step, the gallery delivers a

social connection for a group of individuals who might otherwise be at risk of isolation.

*Making Conversations* forms part of the wider gallery Age Friendly and Access strand. Collaborating to shape and deliver this is the gallery's Age Collective, a group of Manchester residents who commit time and energy to the gallery's public programme.

From Making Conversation participants:

*"Making Conversation gave me a safe creative space, helped me to regain my eroded confidence and contributed to my realisation that I am privileged to live with visual difference."*

*"It just spills over onto you. I just get wrapped up in it. It's so interesting. Every time I come I learn something different, I thoroughly enjoy it."*

## CASE STUDY 5: Speech Acts: Reflection, Imagination, Repetition

We curated the year-long exhibition *Speech Acts* to explore how to better use our publicly owned art collection in ways that are more representative, relevant and engaging for the large, diverse and cosmopolitan communities that we serve. It was the key national outcome of our partnership with Black Artists and Modernism (BAM), a three-year research project that asked what kind of stories are told by public art collections, how and for whom. BAM undertook a national audit of black-British artists of African, Caribbean, Asian or MENA region backgrounds in a selection of UK public art institutions including MAG to investigate how they feature in the story of British art. As well as highlighting a significant lack of publicly owned art by black-British artists, the research also revealed that most of their art was hidden in stores. With *Speech Acts* we set out to directly address these exclusionary and divisive practices. At a time of increased hate crimes, rising inequality and social fractures, how can the collective British culture embodied in our public collection better serve Manchester people's hopes, aspirations and needs.



Mis-imagining Britain in our public cultural institution contributes to a dangerous lack of awareness, understanding and insight into multicultural post-colonial British citizenship and identity. We curated *Speech Acts* to address this current urgency. By removing the lens of biography and difference through which black-British art is principally viewed, we could focus on entangled history and our interconnectedness. This enabled us to generate new stories and expand existing



ones with a wealth of participants in order to better understand our British selves. By also removing the traditional gallery text that serves to tell visitors how to think and feel, we were able to explore ways to encourage curiosity in everyone.

In the first section of Speech Acts, we used a variety of artists' self-portraits to reflect on the self, asking who we want to be and how do we want to be seen. It introduced identity as fluid not fixed. Next came a section of work that dealt with the human predicament engaging figure, place, myth, ritual and the spiritual to ask how individuals become communities. It included 'highlights' by leading modern British artists whose position was made possible by the liberalism that shaped British immigration policies of the 20th century. The third section looked at repetition as a method of learning or getting something 'right' as well as an aid to prevent institutional amnesia. New juxtapositions of work disrupted the received order of things.

We programmed our interactive family gallery Clore Art Studio as an open space with displays, talks, activities and workshops to explore art as a mode of social interaction. Personal creativity - the confidence to welcome new ideas and try something new - was encouraged in everyone too. We demonstrated how social interaction is integral to the making of meaning; in life as in art.

## **CASE STUDY 6: School of Integration**

School of Integration was a new commission initiated by international artist and activist Tania Bruguera whose 'useful art' takes us back to the times when art was not something to be looked at in awe, but a tool for effecting social change. We researched, developed and delivered it collaboratively with 104 Manchester residents hailing from 53 countries all around the world, in partnership with the Manchester International Festival. It highlighted Manchester as an international city, defined by immigration and subsequently one of the most polyglot cities in the world.

School of Integration offered an opportunity to invert the one-way integration courses which can only ever fulfil half of their possible social potential. It asked what would happen if the integration of immigrants was not just based on the required one-way absorption of a new culture but, at the same time offered opportunities for both immigrants and established nationals to meet each other and grow together in their complexities and difference. In order to do this, School of Integration delivered a timetable of over 80 daily, free and open participation lessons which covered a diverse range of subjects from culture and cooking to history, languages and politics. Each lesson was initiated, planned and taught by Mancunian immigrants who expertly shared their skills and knowledge as 'teachers' in a wide variety of ways.



With School of Integration we also sought to provide a new form of solidarity for those involved. During these times of Brexit and global migration, it can be easy to imagine that immigrants share a singular identity. School of Integration provided an active opportunity to question this convenient stereotype. It also offered an opportunity for all visitors to take the Life in the United Kingdom test required for British citizenship. Most of the British nationals who attended School of Integration failed this test.

Rather than a temporary opportunity to rethink our current condition, School of Integration is an integral part of our ongoing and long-term rethinking about our civic and educative function. By actively sharing, shaping, rethinking and reforming our culture together, we can provide real change as a society. Full evaluation of School of Integration with our teachers, participants and MIF as co-commissioning partner is scheduled for October. This will inform and guide our development and future uses of this innovative and timely learning initiative.

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 10 October 2019

**Subject:** Manchester Libraries: Our Manchester – Our Libraries

**Report of:** The Strategic Director of Neighbourhoods

### Summary

The purpose of the report is to provide the Communities and Equalities Scrutiny Committee with an update on the Library 2020 strategy and to present future plans for Our Manchester - Our Libraries.

### Recommendations

The Committee is asked to note the contents 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	Libraries enable people to improve their skills, apply for work on-line, offer and offer volunteering opportunities, increasing residents' employability.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Libraries assist in raising literacy and skills levels, and with enabling our youngest residents to become school ready.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Libraries are at the heart of our communities and offer a wide range of services and activities for free that help to build and maintain community cohesion and place pride.
A liveable and low carbon city: a destination of choice to live, visit, work	Good local libraries are part of the fabric of neighbourhoods, helping to sustain pride in Manchester and its communities. Manchester Central Library is a regional, national and international visitor attraction
A connected city: world class infrastructure and connectivity to drive growth	Our libraries are a key location for residents to access digital technology, and activities such as code clubs are helping build skills that will assist

	future generation of Mancunians to sustain the growth of the city.
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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 Libraries – Neighbourhoods Scrutiny Committee 27th October 2015
- Manchester Libraries – Communities and Equalities Scrutiny Committee - 22nd June 2016
- Manchester Libraries – Communities and Equalities Scrutiny Committee – 12 October 2017

## 1.0 Introduction

- 1.1 Manchester's libraries embody the Our Manchester Strategy, providing locally based, customer focussed services at the heart of communities. Manchester's Library, Information and Archives Service delivers leisure, cultural, learning and information services through a network of 15 neighbourhood libraries, 6 community partnership libraries and the internationally renowned world class Central Library. The service also operates a 24 hour virtual library, HMP Manchester Prison library and Books to Go (housebound) service and supports a number of neighbourhood based book collections. Manchester Libraries manages the Greater Manchester County Record Office function on behalf of GMCA which holds records from across the city region.
- 1.2 The library service has evolved and reinvented itself over the past decade and whilst seeing significant reduction in revenue funding we have seen £80 million capital investment, including the £50 million transformation of Manchester Central Library. In the last 10 years, and we have relocated 80% of its libraries into new or refurbished or co-located premises. The latest Adult Public Library User Survey reported that over 93% of customers were satisfied with the service – the highest satisfaction rating we have ever received.
- 1.3 Our libraries are valued community spaces and act as a shop front and an access point for a range of other council, government and public services and partner organisations, enabling people to access these services at a local level. A wide range of council services are delivered through our network of libraries for example adult learning (including learning specifically aimed at getting people back to work), youth provision, councillor surgeries, benefits advice and many other advice sessions.
- 1.4 Library services also provide significant support for key Manchester City Council objectives such as raising literacy levels (both reading skills and digital), reducing dependency, sustaining local neighbourhoods and creating economic growth, and have a critical and key role in supporting the City Council's priorities. Libraries play a vital role through the provision of free public access to computers, access to information, benefit validation and advice sessions.
- 1.5 In terms of a strategic planning framework, Manchester Libraries continue to provide a strong, key and vital role in the heart of their communities and neighbourhoods supporting learning, literacy, economic opportunity and inspiration, through the 4 universal public library offers around reading, information & digital, health & wellbeing, culture & creativity to deliver the 7 outcomes as identified by the Libraries Taskforce publication "Libraries Deliver: Ambition for Public Libraries in England 2016 to 2021"
  - Improved digital access and literacy
  - Helping everyone achieve their full potential
  - Healthier and happier lives
  - Cultural and creative enrichment
  - Greater prosperity
  - Increased reading and literacy

- Stronger and more resilient communities

This ensures that we have a coherent structured offer which meets the current and future needs of our residents and also ensure that our service offer is aligned to support the delivery of Our Corporate Plan.

- 1.6 In 2019, Central Library celebrated its five-year anniversary since reopening. It continues to be the most visited cultural building in the city, attracting a diverse range of residents and visitors from outside the city. Part of the transformation vision for Central Library was to be an inclusive space, appealing to families, children and young people, aspiring entrepreneurs and visitors to the city, as well as traditional library visitors. Five years on, Central Library's cultural programme, Library Live, exists as a busy and diverse cultural programme for everyone to enjoy. Along with smaller-scale gigs, spoken-word events and visual-art exhibitions, there are larger events where activities take over the whole building (highlights of the 2018/19 programme are given at Appendix 1). In addition, Central Library has hosted a range of popular events, including Silent Discos and 2084: a 1984-inspired Immersive Theatre Production. We have hosted Manchester Literature Festival and Manchester Science festival events. High-profile authors, including Simon Armitage, Alexander McCall-Smith, Jackie Kay and Dani Dyer, have all appeared at sell-out talks and book launches.
- 1.7 Across the city, our neighbourhood libraries and community partnership libraries - play an integral role in their local communities, acting as safe, trusted, socially inclusive, free, accessible, welcoming and non-threatening spaces, that play a significant role in helping to address deprivation and inequality. Using libraries improves residents' health and wellbeing by combating loneliness and social isolation, as well as providing a quiet place to study and read. We support customers with reading for pleasure and literacy, and the level of book-borrowing is increasing.
- 1.8 Libraries are the primary community venue for residents to access IT, and offer training, support and assistance to residents. This is done through staff, volunteers and partner organisations, for example Citizens Advice Manchester, which offers highly popular weekly digital-advice sessions at an increasing number of libraries across the city.
- 1.9 Fundamental to our ability to provide a high quality breadth and range of services is the need to work well and effectively with a broad spectrum of partners and volunteers. Our partnership working across the city ranges from local community groups to specialist intellectual property lawyers who give their time pro-bono to support fledgling entrepreneurs, to the British Library, Manchester Metropolitan University, the University of Manchester, the Manchester College and the Arts Council (England). Over 400 volunteers enable us to make the best use of the resources available within the city.
- 1.10 Evidence shows that the city's library service is thriving. Visits to libraries and engagements with the various aspects of the service increased again in 2018/19. There were over 3.2 million visits to libraries across the city; this was a 9% increase compared to the previous 12 months, with 1.8 million of these visits being to Central Library. Booklending also increased by 8%. Central

Library has now reached its planned target of 2 million visits per year.

**Table 1 - Manchester Libraries performance information for 2018/2019**

<b>Libraries 2018-19 Key Measures</b>	<b>2017-18</b>	<b>2018-19</b>	<b>% change</b>
<b>Visits</b>	<b>2,955,450</b>	<b>3,230,650</b>	<b>9%</b>
Virtual Visits (includes Archives+, online resources and externally linked websites)	9,485,600	11,062,820	17%
<b>Total Book and AV Loans</b>	<b>1,252,371</b>	<b>1,356,038</b>	<b>8%</b>
Book issues	792,110	759,870	-4%
eBooks and audio books	52,670	76,970	46%
Audiobooks	25,830	46,020	78%
eMagazines/eNewspapers	49,070	154,510	215%
Online Renewals	247,740	247,670	0%
Telephone Renewals	8,680	6,800	-22%
Books to Go (Housebound)	76,260	64,200	-16%
<b>Total ICT Uptake (sessions)</b>	<b>982,760</b>	<b>980,300</b>	<b>0%</b>
PC Usage (hours)	396,510	393,540	-1%
PC Usage (sessions)	490,840	468,670	-5%
WiFi Usage (sessions)	495,080	511,630	3%
<b>Active Users (borrowed stock, and/or used a PC)*</b>		<b>99,360*</b>	
Events and Activity Sessions	9,220	9,630	4%
Events and Activity Participation	191,100	192,560	1%
Education Sessions (class visits)	850	940	10%
Education Session Participation	40,250	43,250	7%
Volunteers	350	420	19%
Volunteer hours	21,080	23,490	11%
Benefit Validations (including Universal Credit)	13,530	10,510	-22%
<b>Self Service</b>	<b>2017-18</b>	<b>2018-19</b>	<b>% change</b>
Proportion of transactions through RFID self service	60.4%	65.4%	5.0%
Proportion of renewals that are online	19.8%	18.3%	-1.5%
Proportion of online reservations	75.8%	76.4%	0.6%
<b>Prison Library</b>	<b>2017-18</b>	<b>2018-19</b>	<b>% change</b>
Loans	24,110	20,470	-15.5%

Visits	13,050	13,240	1.5%
Stock	13,170	12,520	-5%
Members	516	500	-3.5%
Information Provided (photocopying/internet searches)	2,570	3,360	30.8%
Story Book Dad DVD/CDs	37	28	-24.3%

## 2.0 Library 2020 Strategy

- 2.1 The Library 2020 programme, which began in 2016, consists of a number of key strands aiming to:
- Introduce the successful new customer self service transformation seen at Central Library to all of our libraries.
  - Strengthen existing self service provision.
  - Bring new technologies to the service to increase opening hours and widen access for our customers.
  - Transform Withington library and refresh other key sites.
- 2.2 To support the strategy, £2.1 million has been invested over the past two years. This includes:
- Refresh of RFID (radio frequency identification) self service equipment.
  - Refresh of public PCs and introduction of self service printing.
  - Introduction of Open Plus technology and library refresh at Withington.
  - Introduction of on-line payments for customers.
  - Upgrade front of house and customer experience.
  - Introduce wifi printing across the city.
- 2.3 The transformation of Central Library enabled the development of a new suite of customer self service opportunities including self service printing and updated PCs along with streamlined support from IT. This model has now been rolled out to all libraries across the city. This form of channel shift is cost effective, convenient and empowering for customers who want easier, faster access to information, library resources and the ability to manage their library accounts online. The library website is a key part of the service with access to 24 hour resources, local and family history material and ebooks for loan and magazines available.
- 2.4 We introduced online payments for fines and charges for overdue or lost books and postal overdue reminders, and already a large percentage of these charges are paid for online. Open+ is a technology that enables customers to access their library 'out of hours' using library card and PIN. We have successfully rolled out Open+ to Withington and Forum libraries where we have used the technology to extend opening hours by 20 hours at each library. Customers are able to issue/return books, use PCs and WIFI, pay fines and pick up reservations during these self-service hours.
- 2.5 RFID (Radio Frequency Identifier) Self Service was originally rolled out across the service in 2010 and a key part of Library 2020 was to refresh and update

this equipment. Over 60% of customer transactions now go through the self service channel which has allowed the service to focus on customer and community engagement, library programs including class visits and under 5's storytimes, widening access and participation which has ultimately seen an increase in use of our libraries.

- 2.6 To further support Library 2020, Manchester City Council has continued to invest in its libraries in recognition of the key role they play as community hubs at the heart of neighbourhoods. Over the last year, Withington Library has had a major refurbishment, with £1 million invested to make major repairs, provide a full refurbishment and create two new community meetings rooms. As above, the Open+ system has also been introduced, which enables the space to be available for customers outside of staffed opening hours.
- 2.7 In partnership with the Forum Trust, Wythenshawe Forum library has also had a significant makeover to modernise and refresh the space, install the Open+ entry system, whilst also introducing elements of the library offer with Job Centre Plus and MAES. Hulme library in Moss Side Leisure Centre also had a mini makeover as part of the wider leisure centre works.
- 2.8 Preparatory work has begun on building the new multi-agency Gorton Hub, which will include a new library to replace the existing building. The new library will be the same size as the current library and will have the same facilities in terms of meetings rooms and an ICT suite. Being part of an integrated building with a wide range of other community services including a GP practice, community health services, One Manchester housing, Manchester Adult Education Services (MAES), mental health services and adult social care will mean that local residents will find all the main local services under one roof, and enable close working between the partner agencies. The new building is due to open in late 2021.
- 2.9 We are currently engaging with residents with plans for a new library and leisure centre to replace the provision at Abraham Moss. The new centre is planned to open in Spring 2022. A temporary library would be provided within the overall site whilst the works are underway to ensure that local residents, including school pupils, can continue to access library services.
- 2.10 Research has shown that residents use of libraries changes during their lives. Libraries future usage depends on meeting the needs of our communities and neighbourhoods. During 2019, we began producing Library Development Plans as part of the widening access agenda for each of the 22 libraries across the city. These are 3 year plans that analyse existing library performance, activities and reach into communities, and outline priorities for action in each locality in the context of the ward plans relevant to each branch. These give a wealth of information about our libraries and how they serve our communities, and show how local libraries draw in people from a wider catchment than would be expected. Staff at each library who work directly with customers within their local communities, are engaged through an Our Manchester process, so that their local knowledge and experience is used to help identify customer needs and to set priorities. These sessions have demonstrated the very strong sense of customer care that library staff have for

their customers.

### 3.0 Libraries 2025 - *Our Manchester - Our Libraries*

- 3.1 Building on the current success of the Library 2020 programme to strengthen self service provision and introduce new technologies to improve access, Library 2025 will ensure further improvements to access and participation with increased use of our community assets.

We recognise the growth in the population of the city and see increased use of our libraries as a result of this. We will be ensuring our services and offer is widely publicised and available to all who work, live, study and visit the city.

The huge increase in the city centre population to date and as planned will see increased use of Central Library and we are developing a range of programmes targeted at those new audiences and looking at how we can increase targeted engagement through the use of social media.

At its core, Library 2025 utilises the fundamental principles of *Our Manchester* and adopts a strength based approach to working with customers, partners and our staff. The core aims of the Library 2025 vision *Our Manchester - Our Libraries* are that libraries will:-

- Be **welcoming** places where residents from all backgrounds feel comfortable, safe, and can find the information that they need to live well, achieve and aspire.
- Improve **health and wellbeing**, and support people to make healthier choices.
- **Improve educational attainment**, and increase the number of children arriving at school ready to learn, and enhance activities for **young people**.
- Encourage **reading** and improve literacy.
- Support **digital inclusion** of residents.
- Create a **strong cultural offer** in libraries across the city that engages, reflects and celebrate the diversity of our communities, and that engenders pride in the city.
- Support the positive contribution **older people** make and their active contribution to city life and their communities.
- Increase **volunteering** opportunities.

### 3.2 Places that are welcoming to all

Libraries are some of the few buildings that are open evenings and weekends, free to access, non judgemental, warm and welcoming to all. Many services and agencies, within and outside the council, also use libraries to disseminate information and obtain feedback from communities as well as a venue for delivery.

Library facilities support all our communities, and can be especially important to communities newly arrived in the city. They are a first point of contact and a safe, non threatening place to spend time and access computers. During the next 12 months Manchester will develop four Libraries of Sanctuary as part of



the City of Sanctuary movement, which aims to increase community cohesion, and understanding of the lives of asylum seekers and refugees. We have received funding for this from The Ministry of Housing, Communities and Local Government's Controlling Migration Fund in a joint project with Oldham Libraries and Bolton Libraries. This initiative will result in increased engagement with asylum seekers and refugees, and an increased understanding from the wider community.

Libraries ensure they are welcoming and reach out to support people facing homelessness or in temporary accommodation. Our libraries are used regularly by rough sleepers. Of particular use to people in this situation is access to information and services that are available online. For example many applications for housing can only be done online, and universal credit needs to be applied for and managed online. Libraries provide supported access to IT, for those who otherwise are likely to be digitally excluded and deprived of access to services through their circumstances. Over 100 people have benefitted from partnerships with local charity Lifeshare and Booth Centre, The main barrier to library use for people who are sofa surfing, homeless, or rough sleeping is they don't have proof of address. This means that traditionally they could not register for a library card and use the full library services. To overcome that barrier. The initiative enables people without permanent address to access the Internet and borrow books, knowing that they will not receive fines. This meets AIM 2 of the Homelessness Strategy - "Make experiences of homelessness as brief as possible". We have also introduced an outreach collection of stock for young people using the service at Lifeshare. We propose to develop the scheme further by increasing the number of people benefitting from this scheme with those organisations, and expanding the scheme to other organisations such as Centrepont and Barnabus. Also by the end of this year a leaflet will be available to rehousing advisers to be given with a library card to their clients when they are being housed in a new area / community in temporary or permanent accommodation. The leaflet will inform where their local library is, and details the most relevant services available – for example Internet access (for job search, Universal Credit, housing applications), activities etc.

### **3.3 Improving Health and Well-being**

Libraries are a trusted community space, whose unique benefits include assisted digital access, health information, resources and services, and the volunteering and recreational opportunities they provide. This makes them perfect to deliver a range of health and wellbeing benefits to local communities including those who may not normally access other services. Libraries are working with key partners such as Buzz and local LCOs to ensure that we are part of the network of services to support wellbeing at local level. Manchester Libraries is also taking an active role on the Greater Manchester "Healthy Libraries" programme, that has brought together the ten authorities with colleagues from Public Health to produce an annual programme of health information and promotion in order to increase residents' awareness and access to this information.

As part of the Libraries 2025 strategy, libraries will help people manage their health and wellbeing by:

- Providing a welcoming, safe, free and non threatening space where people can feel socially included and less isolated, without there being any demands or expectations on them.
- Signposting and referring the public to information and local services who can provide advice and support.
- Providing tailored information - every library has a Health Information Point with Reading Well self-help reading lists and Books on Prescription collections covering key areas of health and wellbeing such as mental health, dementia and long term conditions.
- Providing creative and social reading activities for a range of targeted groups such as people living with dementia or long term health conditions, teenagers and older people.
- Social and support groups to reduce isolation and help individuals connect with the community.
- Supporting literacy and health literacy.
- Providing a space for other agencies and community groups to use to connect with local residents.
- Providing access to a range of cultural activities which positively support social interaction whilst celebrating identity and culture, all of which have a beneficial impact on mental well being and self esteem.
- Increase the number of volunteering opportunities within the service through the MCRVIP website.
- Increase the number of volunteers engaged within the service beyond the current level of 420.

The Health and Wellbeing offer has been developed by Libraries Connected and the Reading Agency and further information can be found at - <https://www.librariesconnected.org.uk/universal-offers/health>



The Libraries Taskforce, led by Arts Council England and supported by DCMS has also published

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/712807/Libraries\\_Taskforce\\_-\\_Healthier\\_and\\_Happier\\_Lives.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/712807/Libraries_Taskforce_-_Healthier_and_Happier_Lives.pdf)

### 3.4 Improve educational attainment and enhance activities for young people

Libraries are a safe place for parents and children to visit with a range of books, attractive children's areas, and policies to help make the library visit a positive experience for parents and children. Manchester Libraries and Bookstart gift book packs to more than 16,000 babies and three-to-four year olds each year, to encourage an early love of books and reading. The Summer Reading Challenge encourages 4-11 year olds to maintain their reading levels over the summer holidays by reading any six books and receiving incentives along the way. Libraries also offer a range of free activities for families including storytimes and crafts.

Holiday hunger is a recognised problem in areas of high deprivation. During school summer holidays, free school meals are not available, and children can face an increased risk of malnutrition and related health/developmental problems. Manchester Libraries' highly successful Read and Feed initiative tackles holiday hunger and also maintains children's engagement with reading through the strong links with the Summer Reading Challenge. Read and Feed ran at Fallowfield Library (Place at Platt Lane), Gorton Library and Newton Heath Library.

### **3.5 Encourage reading and improve literacy**

Increasing levels of reading is core to our service offer. Reading delivers a wide range of benefits to people and is vital to creating an informed, healthy, resilient and imaginative society. At the same time, poor literacy skills can have a significant impact on educational achievement, employment and life chances.

Book borrowing has increased over the last 12 months, largely because of the popularity of our Borrowbox e-book/e-audio service. We promote our books more effectively through the new 'mobile-friendly' web catalogue, which we'll continue to develop in coming years. We are continually improving the way books are displayed in libraries, including the installation of a new 'power-lending' area in Central Library.

Reading for pleasure will continue to be promoted in multiple ways including hosting reading groups, supporting reading groups in the community, contributing to the Becky Want reading group on BBC Radio Manchester, hosting reading/author events, and tying into Read Manchester initiatives such as the Readathon and Drop Everything and Read. In 2019 we hosted the national World Book Day event, and will do so again in 2020.

We are integral to the success of Manchester UNESCO City of Literature, and will be developing numerous initiatives that ties into this designation. As part of this we will continue to celebrate the linguistic diversity of Manchester as highlighted by our recent work with International Mother Language Day and the Made in Manchester multilingual poem.

We are leading Read Manchester with Education Services and a separate report is included as part of this meeting.

### **3.6 Support digital inclusion of residents**

Libraries are the foremost venues to support digitally excluded Manchester residents - providing access, improving skills and giving residents motivation to go online. All 22 Libraries provide free supported Internet Access, free public Wi-fi, access to printing. Residents are helped to develop their digital confidence and skills through workshops, courses and drop in sessions, delivered through a variety of methods, including libraries staff, volunteers, private sector companies and partner agencies such as Citizens Advice Manchester and MAES. Online learning resources such as Learn My Way, iDEA and Cisco's Netacademy are also promoted to customers.

Residents are supported with their use of services which are only available online. Examples of digital assist include the Council's parking scheme roll-outs where hundreds of residents near the Etihad Stadium were supported at Beswick Library, and the national scheme where residents are supported to navigate the gov.uk website by our library staff, to assist them with their visa applications.

Libraries are also used to increase digital skills and creativity amongst children. Coding clubs for 8-12 year olds are held in 10 of our libraries. Digital skills have been integrated into class visits and other events for children, including the use of green screen and roving robots.

### **3.7 Strong Cultural Offer**

Libraries are playing a key role in increasing access to and engagement in culture across the city. Library 2025 will further develop this role, working with community groups, young people and local creatives, as well as cultural partners, establishing libraries as welcoming venues for a wide range of creative and cultural activity and engagement. Continuing to build strong partnerships between our library venues, the people who are using them and the city's cultural organisations remains a key part of developing and attracting investment to support a good local cultural infrastructure and offer in neighbourhoods - linked to the city centre and building on the success of Central Library as a significant cultural venue. Development of strategic partnership between the Greater Manchester Libraries and Greater Manchester Arts networks, with a view to joint procurement, shared programming and leading the development of arts practice and production in neighbourhood libraries. We also work with partners to deliver and support a range of community based local history projects and programmes including Black History Month, Disability History Month and LGBT History Month.

Following the successful pilot of the Creative Spaces programme at three branch libraries, a further grant was secured from Arts Council England to develop this work further. The programme invites people to come be a part of their local library to enjoy the arts and get creative, right on their doorstep. Manchester Literature Festival, Brighter Sound, Manchester International Festival and Big Imaginations are partnering with libraries over the next 4 years to deliver engagement, skill development and event opportunities. There is also activity in each library supporting young people to lead activity, including Creative Community drop in sessions, showcase events and festival style happenings. The programme also incorporates creative activity already delivered by libraries, as well as, some long established community led session. The breadth of activity is really important in making these Creative Spaces welcoming, relevant, whilst also offering new experiences and opportunities. The development of the Creative Spaces initiative has been shaped through consultation with some sixty organisations and groups and in evaluation from the pilot participants reported a wide range of positive outcomes: developing confidence, feeling more empowered, able to have a voice in their community, and gaining creative leadership and volunteering skills.

We have received £500,000 over three years from the British Library to be the north west hub of the Unlocking the UK's Sound Heritage project. This project will digitally preserve and make available thousands of at-risk sound recordings. Many of these recordings are oral histories that provide a fascinating insight into the lives of residents of Manchester and the north west, increasing awareness and pride in our communities. We will improve access

by making it easier for people to find and listen to audio archives, engage the public in audio archives through events and activities, and provide opportunities for residents to volunteer as part of the project.

### 3.8 Supporting Older People - Age Friendly

Manchester Libraries already host a wide range of social activities for older people. These include coffee mornings, Grand Day Outs, reading groups, local history talks and yoga. These activities help to promote mental health and well-being, increase social engagement and help to combat loneliness and social isolation. For example North City Library host a 'Grand Day Out' group every Monday afternoon enjoying 'Silver Surfer' computer sessions, craft activities, quizzes and cultural day trips. This group, with support from staff, has been successful in receiving funding to pay for trips out to museums, art galleries and other destinations.

During 2019, we developed an Age Friendly Action Plan and consulted the Age Friendly Manchester Assembly on this. A key part of this is that all libraries will be assessed before to see if they meet the Manchester Libraries Age Friendly pledge - see below. This will ensure all library facilities and services meet a set of common standards that older visitors can expect to find across all of Manchester's Libraries. This assessment will be done in partnership with volunteers who are older people:-

#### *Manchester's Age Friendly Library pledge*

Our library:

1. **Makes everyone feel welcome**, with a friendly smile. The library is your place.
2. **Encourages social engagement** – we will give you opportunities to meet others
3. **Is accessible** – no services are only accessible by stairs. You can fit a wheelchair in the door and between the furniture. The library is well lit. Even, clutter free flooring.
4. **Has places to sit** – feel free to 'Take a Seat'.
5. **Offers volunteering opportunities** – pass your experience onto others.
6. **Has large print books, talking books and e-books**
7. **Supports you with your computer use** – and has IT training sessions.
8. **Provides information**
9. **Displays leaflets and posters**
10. **Has toilet facilities** including accessible toilets

The majority of the Books to Go customers for housebound people are older people. Over the past 12 months, the level of Books to Go customers has increased by 20% to 470. In addition to deliveries of books every 4 weeks, we now show people how to borrow ebooks and eaudio books, and use the

libraries catalogue, and lend tablets to customers, if they don't have their own devices. Our 2025 Strategy will build on the Age Friendly work already underway and ensure that we offer venues and services that support and engage with Manchester's Older residents.

### **3.9 Increase volunteering**

More people are volunteering and becoming involved in community life through libraries and archives and this is also helping to widen the range of services on offer and to secure others. In 2018/19 we had 420 volunteers work with us, enabling us to make the best use of the resources available within the city.

For example a volunteer at North City Library's Storytime sessions has now gained a job with us.

"I saw the volunteering opportunity at the library and applied because I wanted to give something back to the community. I was also looking to take the opportunity to get myself in the best possible position to gain employment, so I took advantage of all the courses being offered to the library volunteers"

"Through my volunteering opportunity, I gained confidence in speaking to members of the public and answering their questions".

In our 2025 Strategy we will continue to recognise and utilise the benefits of volunteers and the voluntary sector in bringing a wide range of skills and experience to the wider library service. Continue to try and diversify and increase the volunteer base – particularly with young people, developing skills and helping to create positive pathways to work. Continue to help activate community and voluntary heritage projects at neighbourhood level.

### **4.0 Conclusion**

Over the last 10 years, Manchester Libraries has transformed itself, change has been rapid and the service is now highly regarded and seen as playing a vital role in the heart of every neighbourhood and community in the city. The vision for a modern, quality, sustainable and comprehensive public library service has been delivered through a programme of modernisation, refurbishment and replacement of library buildings with a focus on co-location, digital development, wider community engagement and partnership. The Library 2020 strategy was a key part of this programme, enabling significant capital investment in library systems and buildings to improve and widen access to services for our customers.

The library service and offer is supporting Our Corporate Plan - with the service plan aligned to ensure that the Council's priorities for the next 2 - 3 years around young people, healthy, cared for people, housing, neighbourhoods, connections, growth that benefits everyone and a well managed council are at the heart of our strategy and delivery.

These are exciting and challenging times for Manchester Libraries. As we move forward, Library 2025 will see the service building on the excellent work

that has already been done, with a renewed focus on future development - new locations, new partnerships and new technology - all within an Our Manchester approach that puts residents at the heart of our service.



## Appendix 1

### Library Live - highlights of 2018/19

- ***There is a Light That Never Goes Out***: This was a photographic celebration of Manchester's rock-music history was the library's most visited exhibition. It had 40,000 visitors in its four months. Presented by Rockarchive.com, it was a unique exhibition by the UK's leading music photographers to honour Manchester's music heritage. From the rise of punk, Factory Records, The Hacienda, the Madchester years and beyond, this exhibition was a retrospective of Manchester's huge influence and continuing importance on the rock-music scene.
- ***Bobbins***: This was a fantastic multimedia exhibition dedicated to Manchester's most unique artist – Chris Sievey, aka Frank Sidebottom, and attracted people from across the country. The exhibition that took over the Archives+ exhibition area highlighted the best of the Frank Sidebottom/Chris Sievey archive recently deposited in Manchester. The material was featured in the new critically acclaimed documentary film, *Being Frank: The Chris Sievey Story*. As a result of this exhibition, the North West Film Archive pods situated in the library were used for the highest amount of times ever. This is a finalist in the Best Exhibition category in the Manchester Culture Awards 2019.
- ***The Ministry of Lost and Found***: took over the whole of Central Library for the second time on 14th September 2019. This Library Live commission was produced by Z-Arts and supported by the Central Manchester Library Development Trust and Arts Council England. The event transformed the library with characters from a secret government ministry. It was a family Saturday Spectacular event where children (aged 0–11) and their families were invited to explore their creativity, make noise and have fun. There were 5628 visitors to the library on the event day, an increase of 1,500 on the previous Saturday. Evaluation information gathered on the day is still being collated, however, the following was received on a Central Library Comment card about the day; *It was by far one of the best events we've ever attended. They absolutely loved every minute of it, and we came home with silly hats and magic wands. They've not stopped talking about it! It was a great excuse to visit the beautiful library and meet other families.* The Ministry of Lost and Found is also a Manchester Culture Awards 2019, for Best Event. Films about this event and others can be found on the Library Live website [www.librarylive.co.uk/media/](http://www.librarylive.co.uk/media/)

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 10 October 2019

**Subject:** Archives+ 5 Years On

**Report of:** The Strategic Director of Neighbourhoods

### Summary

The purpose of the report is to provide the Communities and Equalities Scrutiny Committee an overview of the Archives+ Partnership, five years on from the reopening of Manchester Central Library, where the partners operate.

The report provides information on participation and engagement with Manchester residents and provides insight into each of the partners and examples of the partners working together for the benefit of Manchester residents.

### Recommendations

The Committee is asked to note the contents 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	Archives+ provides volunteering opportunities for Manchester residents, increasing their employability.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Archives+ provides volunteering opportunities for Manchester residents, increasing their employability.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Archives+ partners engage with communities helping them to uncover and understand the history of their communities. The partnership increases pride in Manchester and its communities.
A liveable and low carbon city: a destination of choice to live, visit, work	The partnership increases pride in Manchester and its communities. It ensures that Manchester Central Library is a regional, national and international visitor attraction
A connected city: world class	The Archives + has used digital and technology to

infrastructure and connectivity to drive growth	improve the visitor experience and signpost residents and visitors to the wider city history whilst also celebrating some the “firsts” that made Manchester a leading world class city.
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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 Central Library and Archives+ – two years on - Communities and Equalities Committee 20th July 2016
- Archives+ - One year on - Neighbourhoods Scrutiny Committee - 26 May 2015

## 1.0 Introduction

- 1.1 The Archives+ partnership operates from Manchester Central Library. Manchester City Council is the lead partner, as the operator of the Greater Manchester County Record Office (GMCRO), on behalf of the Greater Manchester Combined Authority. GMCRO houses over 4 miles of archives, and identifies, collects, preserves, and promotes the widest possible public access to the documentary heritage of Greater Manchester. Manchester City Council also provides its own citywide archives and local history service, collecting the records of Manchester's communities, societies, organisations places of worship, businesses, local government, local history books and photographs. Central Library also houses exceptional rare and early print books, and fascinating special collections.
- 1.2 Central Library reopened following transformation, five years ago. The transformation provided the opportunity to celebrate and showcase Manchester's archives, allowing us to tell the story of Manchester's people through Archives plus and an interactive, dynamic exhibition area. Thousands of Manchester's records are under one roof, and as many as possible are available in either their original or digital form.
- 1.3 The transformation also brought the opportunity to bring various Archives partners together to form the Archives+ partnership all delivering their services from Central Library. The Archives+ partners are:
- Manchester City Council – Libraries and Archives
  - Greater Manchester County Record Office
  - North West Film Archive at Manchester Metropolitan University
  - Ahmed Iqbal Ullah Race Relations Resource Centre (The University of Manchester)
  - Manchester and Lancashire Family History Society.
  - British Film Institute Mediatheque
  - Manchester Jewish Museum have temporarily relocated to Central Library earlier this year and are therefore also temporary members of the Archives+ partnership.
- 1.4 Archives+ was in receipt of £1.55 million Heritage Lottery Funding from 2013-17, to establish the exhibition area and deliver an engagement programme for residents and visitors. The evaluation report produced in 2018 at the end of the HLF funding is attached as an appendix. Since 2017, this engagement programme has been mainstreamed and continues to be extremely effective. Further external funding has been gained by Archives+ partners:

In 2018, The Ahmed Iqbal Ullah Race Relations Resource Centre (The University of Manchester) was awarded £357,000 from the Heritage Lottery Fund for the Coming in from the Cold project from 2018 to 2021.

Manchester Libraries and Archives has been awarded £485,000 from the Heritage Lottery Fund to be the North West hub of the British Library's Unlocking the UK Sound Heritage. The project runs from 2019 to 2022. As

part of this project, we will work in partnership with the MMU's Manchester Voices project which has recently been awarded £700,000 by the Arts & Humanities Research Council, £50,000 of which is being used to repurpose 2 of the pods in the Archives+ exhibition area.

## **2.0 Archives Exhibition Area - telling the story of Manchester's people**

- 2.1 The Archives+ interactive exhibition at Central Library is considered nationally to be best practice. It is located directly at the main entrance to the library and provides a celebration and education into the history of Manchester and its people. Stories are told in an engaging way to maximise relevance to the lives of today's residents. Due to its location, the majority of the annual 2 million visits will experience Archives+.
- 2.2 The exhibition is a perfect vehicle for class visits, to help the education of Manchester's young people. Thousands of school children each year learn about the history of Manchester's people through class visits. One staff Member has said "It is not easy to explain what an archive is in outreach; the digital exhibits really help with this."
- 2.3 The last twelve months have witnessed two of the most innovative and well received use of the exhibition space.

For the first few months of 2019, the Archives+ exhibition area benefited from a Frank Sidebottom takeover. The Frank Sidebottom / Chris Sievey archives have recently been deposited in Central Library. A selection of the of the archives were exhibited in an innovative and fun way. The exhibition, entitled Bobbins, proved immensely popular with people travelling from all across the country to visit. The North West Film Archives uploaded a large volume of new material from the Sievey archive into the film viewing pods. The number of views of this material was record breaking – 7000 across the two-month exhibition. The previous highest number of views on record was on the opening month of the library in 2014, when there were 2000 views.

16th August marked 200 years since the Peterloo Massacre. Manchester Histories co-ordinated the large scale commemorations. Manchester Central Library was the hub for the commemorations with hundreds of talks and activities plus exhibitions being held throughout the library, including the Archives+ exhibition space.

- 2.4 Comments we have received include:

"The Central Library is an iconic building in the heart of Manchester City Centre. It is a fascinating place to visit with a wonderful archive.

It has a great selection of interactive audio-visual displays along with books, DVD's and other material. We especially love the picture archive and maps which show how Manchester developed and living conditions changed through the years." TripAdvisor review.

“This has become my favourite place in Manchester.” Customer

“We stopped in here after hearing about a tv archive that they have inside. I loved walking around the library and seeing all the different little areas they had inside. They have this brilliant feature where you can book their archive software. I had a date snuggled up in one of their pods watching old Captain Scarlet episodes. It is a great little place to come in and shelter from the rain!” TripAdvisor review.

“At the War Museum they told me that I may find some information in this library. My Granddad had been with the Durham infantry in the WW1. The people here directed me to books which helped me understand that as he was injured he would have been brought back to England then by train to Manchester. Here people with carts or any mobile vehicle would have taken the injured to the makeshift hospitals It was likely that Granddad was cared for at the old boys school. Just like him the people of Manchester helped me also. Thank-You.” TripAdvisor review.

### **3.0 The Archives+ Partners, engaging with Manchester’s residents**

- 3.1 Each of the Archives+ partners has a positive impact upon residents of Manchester. Not only does Central Library receive 2 million visits per year, the partners also engage residents in their own communities and schools, in outreach activities. The service has a positive impact upon educational attainment, health and wellbeing, skills and employability (e.g. through volunteering opportunities), pride in Manchester and understanding of different cultures within the city.

Here is some information on each of the Archives+ partners

### **3.2 Manchester Libraries and Archives (including GMCRO)**

Manchester Libraries and Archives delivers an archives service across the city’s 22 libraries, with the hub being at Archives+ within Manchester Central Library. We also operate the Greater Manchester County Record Office (GMCRO), on behalf of the Greater Manchester Combined Authority. We are an accredited Place of Deposit with The National Archives. We achieved accredited status in 2015, and re-accredited in 2018. We deliver an enquiry service and develop and maintain archives collections, making them available to customers. The service is considered to be a model of best practice nationally.

Examples of significant projects over the last five years led by Manchester Libraries and Archives include:

- 3.2.1 Deposit of the archive of the Greater Manchester Coalition of Disabled People (GMCDP). This collection is probably the most significant archive of a disabled people’s organisation in the UK. We have been working in partnership with GMCDP to make the archive accessible to the public.

GMCDP have allocated an Archive Officer to the project and set up a steering group to guide the work. The Archive Officer works for two days a week on the archive, usually in the archive search room, to catalogue and organise the archive. The archive officer also organised a special archive launch event on 19 June which was attended by over 150 people. This collaboration is led by GMCDP to ensure that disabled people are calling the shots on how their history is preserved and managed - support is provided by GMCRO staff but ultimately, decisions about the collection are made by GMCDP. This is a new model for collaboration and has been a successful example of genuine co-production. More information is available at <https://www.gmcdp.com/archive-development-project>

- 3.2.2 Burnage: A Place Called Home is a National Lottery Heritage Fund project exploring and celebrating the rich heritage of social housing in south Manchester. As Manchester Archives, we have provided strategic support as a heritage partner, sitting on the project steering group and working with the project team. We have delivered research training sessions, provided copies of archives and photographs for the project to use, and are providing space in Central Library for an exhibition, symposium and launch event in 2020. The project website, <http://www.burnagehome.co.uk/stories/>, includes a range of fascinating blogs about Burnage's history, and lots of exciting information about building Burnage in Lego!
- 3.2.3 We have continued to work in partnership with the LGBT Foundation on their archive which is deposited with us. The archive volunteers are currently working on a pilot project to conduct oral history interviews with LGBTQ+ people aged 70 and older as part of the Pride in Aging initiative. The time is right for a piece of work like this, as this is the last generation who will remember a time before and after the partial decriminalisation of homosexuality in 1969. We were asked to present on our work on LGBTQ archives at the conference of the Chartered Institute of Library and Information Professionals (CILIP) in July as our work is seen as exemplary.
- 3.2.4 We have been awarded £485,000 from the Heritage Lottery Fund to be the North West hub of the British Library's Unlocking the UK Sound Heritage. The project, which runs from 2019 to 2022, is now fully underway with the three staff beginning in post in February 2019. We are digitally preserving and making available thousands of at risk sound recordings, many of which are part of the North West Sound Archives held in Manchester Central Library. Collections of sound archives held across Greater Manchester and the North West are incorporated within this project. Many of these recordings are oral histories, providing a fascinating insight into the lives of residents of Manchester and the North West, increasing awareness and pride in our communities. We will improve access by making it easier for people to find and listen to audio archives, engage the public in audio archives through events and activities and provide opportunities for residents to volunteer as part of the project.



### 3.3 North West Film Archive at Manchester Metropolitan University

3.3.1 The NWFA is part of Library Services Special Collections at Manchester Metropolitan University, and is located as a key member of the Archives+ partnership in Central Library. Set up in 1977, the Archive preserves moving images made in or about Greater Manchester, Lancashire, Cheshire, Merseyside and Cumbria and offers a variety of access services to users in the public, academic and commercial sectors.

3.3.2 As part of the Archives+ exhibition area, selections from the NWFA archive are available from three screens in two viewing pods. Over 80,000 films from the NWFA have been watched over the last five years. The NWFA also manages ticketing for the BFI Mediatheque pods.

In 2018/19, NWFA were involved in 64 screenings and events, with an audience of 6,500. Most of this activity is outside the City of Manchester, and it provides Archives+ with regional, national and international impact.

In addition to making the films available at Central Library, the NWFA is involved in partnering and collaborating on others' projects, as well as delivering their own. Some examples of recent NWFA projects are:

3.3.3 **Returning Home** - In 1948, 238 'delicate children' from Manchester and Salford travelled to Switzerland, at the invitation of the Swiss government, to enjoy three months holiday – a post-war gesture of thanks to the British. The children lived with Swiss families and enjoyed the fresh air and open spaces, good food and comfortable homes – in great contrast to the crowded and dirty cities they came from, with poor housing and nutrition. A film of the children's return journey to Manchester's Mayfield Station in June 1948 prompted an attempt to find some of the children on the occasion of the 70<sup>th</sup> anniversary of the trip. A thorough study of the Manchester City Council Education Committee Minute Books from the period revealed a wealth of detail of their selection and their journey in March 1948, and a trawl of newspaper holdings revealed some names and clues to identify some participants, including the officials involved. A media campaign was launched and 20 families came forward, having recognised someone in the film, or with stories about the visit – their own or their relatives. On the exact 70<sup>th</sup> anniversary, an emotional reunion screening was held at No.70 Oxford Road, with 80 people attending, including 10 of the (now elderly!) 'delicate children' and their families, plus relatives of others no longer with us. The Swiss Consul and his wife were also in attendance. The project is now the subject of further academic research at Manchester Metropolitan University, focussing on how such opportunities impacted on the children in later life.

3.3.4 **Calling Blighty** – servicemen and women send messages home from the Far East in WW2. Beginning in 2015, the NWFA set out to find veterans and relatives of those serving who had sent a filmed message home, to be screened in their local cinema to an invited audience of families and friends. Research in local newspaper holdings was particularly useful in identifying venues and dates. A special reunion screening was held in November 2015

for 230 people, and this was filmed for a Channel 4 documentary about the films and the NWFA's work, aired in June 2016. Further screenings were held, including in the Performance Space. These emotional messages – delivered directly into the camera in the authentic voices of the (mostly) men – have a huge impact on the families, seeing their father/husband/brother as a young man, reassuring them that they are “in the pink”. Many had no idea that a film existed. The surviving local issues of the 'Calling Blighty' series of films are available to view in the Pods in Archives+, as well as on a dedicated website, where people can search a database of 943 messages for their relatives. Since 2015, we have taken the project to Sheffield, Birkenhead, and Brighton and have made 146 connections so far.

### **3.4 Ahmed Iqbal Ullah Race Relations Resource Centre (The University of Manchester)**

- 3.4.1 The Ahmed Iqbal Ullah Race Relations Resource Centre is an anti-racism library and archive that collects material about race, ethnicity and migration. The mission is to support world-leading research around race, ethnicity and migration alongside engaging in meaningful ways with local community groups and schools. Since relocating to Central library as part of Archives+, over 820,000 students, pupils, teachers, academics, visitors, community members and partners have attended events, activities and exhibitions. The Archives+ interactive exhibition and digital displays act like a shop window for the Centre's collection. Highlights of our joint Archives+ events have included Peterloo Massacre commemorations and in 2018, celebrations of the 70<sup>th</sup> anniversary of the arrival of the Windrush generation.
- 3.4.2 The library collection has 15,000 titles covering topics such as history, culture and identity, arts, politics, and local studies. The Centre also publishes its own books and teaching resources for schools and young readers, created in partnership with Manchester schools and community groups to support multicultural education. They include folk tales written and illustrated by local children, biographies, personal stories and local histories. The folk tales we publish are illustrated by children within their classrooms, and they also tell their own stories enabling their heritage and identity to be reflected in the books they read – often for the first time. In the last five years, 8 books have been co-authored with 301 pupils from 9 different schools.
- 3.4.3 The historical archive is a rich resource for researchers. Collections focus on local BAME community history, significant national collections such as Commission for Racial Equality papers and the Institute of Race Relations papers and oral histories. The oral histories are especially valuable in preserving the voices of those who have traditionally been hidden from history. Training is offered to community groups in collecting oral histories and how best to disseminate and share the material. AIUET supports groups to develop their project ideas and funding applications, and provides training, advice on GDPR, help with publicity and free access to activity /exhibition space.
- 3.4.4 Highlights of activity over the last five years include:

Coming in From the Cold (CIFC) is a three-year project funded by National Lottery Heritage Fund (NLHF) that aims to increase the representation of Black, Asian and minority ethnic (BAME) communities in archival collections in Greater Manchester. We support community groups to explore and preserve their own heritage, in addition to collecting material for our own extensive archives. We help community groups by building their capacity to be able to lead their own projects and archive their own collections, while at the same time promoting national discourse around race, ethnicity and migration. Since inception CIFC has worked with 59 different community groups (over half of which are from Manchester), many of which whose heritage are not represented in the 'official archives' or the collections of the Ahmed Iqbal Ullah Race Relations Resource Centre. These include those who identify as Armenian, Irish, Zimbabwean, Malawian, Kashmiri and Kurdish. CIFC has provided volunteering opportunities for 35 volunteers, this has included regular volunteering slots for older people helping to reduce social isolation and building capacity with community volunteers to access employability skills. Three BAME archive and library traineeships have been created to attempt to address the lack of diversity in the heritage workforce by providing opportunities for young people to learn skills, gain experience and a qualification in a supportive learning environment.

Youth engagement and anti-racism activity, includes working with young people in schools and communities to support national awareness campaigns such as Holocaust Memorial Week, Refugee Awareness Week and Black History Month by delivering events and activities both here in Central Library and in schools across the city. Numerous volunteer opportunities have been produced and 19 opportunities provided for internships and placements. A recent Year 10 placement student wrote *"I appreciate the centre for making me feel like part of the team and for giving me an opportunity to try out and learn what the centre has to offer. I have gained many transferable skills such as initiative, communication etc. and would prompt anyone looking for a similar experience to go for it."* Another young person said of her placement: *"The trust has taught me the importance of preserving local BAME history, which has helped to shape Manchester as a culturally diverse city. The role has also greatly improved my written and verbal communication skills, archiving skills, digital and marketing skills – all of which look great on a job application."*

In 2017 the Diversity Champions project was launched as an initiative that works with Manchester's youth to raise awareness of many aspects of prejudice and discrimination. There is now a cohort of 6 schools participating, each recruiting two year 8 students to undertake training to equip them with the skills, confidence and knowledge to challenge prejudice faced by a number of marginalised groups in society. The champions will receive training from experts in partner organisations to improve their knowledge and understanding around mental health, equality and diversity, LGBT rights, conflict resolution and bystander roles and responsibilities. The Diversity Champions project has also now grown to become a group that tackles hate crime issues in Manchester. In addition to the 30 principal pupils selected to become Diversity Champions, the project has reached over 1500 pupils over 3 years through the Diversity Champions recruitment assemblies and

workshops that take place at each school since initiation.

### 3.5 **Manchester and Lancashire Family History Society**

- 3.5.1 MLFHS was formed in 1964 and is now one of the largest family history societies in the world. Their 30 volunteers operate Central Library's Family History Help Desk for 25-hour per week – approximately 24,000 volunteer-hours over five years. The value to the Council of this work is £56,600 (25 hours x 4 volunteers at £11.32 per hour (this is an accepted figure used for calculating value of volunteers). Free research guidance is provided to members and non-members alike. The service is sustained by 22 four-page printed research guides and a web-based support system. These are continually updated and added to and include current hot-topics including DNA Profiling and tracing Peterloo Ancestors. The numbers receiving the service has grown massively over recent years assisting 350 people in 2008, 3000 in 2015 and now over 4,000 visitors annually. MLFHS volunteers have also recently held a programme of visits to a number of branch libraries in the city, and we will be expanding this over the next couple of years. There are very few examples of family history helpdesks, being delivered by volunteers to this level elsewhere in the country.
- 3.5.2 Over the past five years, the Society has developed its traditional programme of meetings and exhibitions to reach out to members and visitors alike to promote the joys of family history research. 20 all-day Quarterly Meetings have been held with a variety of specialist speakers covering subjects as diverse as War Memorials, the Co-operative Movement, Representation of the Peoples' Act, the Women's Suffrage Movement and the Peterloo Reform Meeting. These meetings have attracted an average of 60 visitors each, some as many as 90. Other activities include 45 Anglo-Scottish branch meetings, a programme of 35 Beginners Talks, seminars on researching War Memorials, Peterloo ancestors, Irish and Scottish records, all held in Central Library. Such meetings together with Handling Sessions and visits by community groups [U3A, schools, fellow family history societies] attract a further 1,000 more visitors per year into the Library.
- 3.5.3 We have worked in partnership with other Archives+ members on other initiatives including Saturday Spectaculars, Grand Days Out, Get Online Week, Caribbean Family History Workshop, the commemoration of the Battle of Manchester Hill and Peterloo commemorations.
- 3.5.4 MLFHS volunteers have also worked on a number of other projects that benefit Manchester's residents. For example they have been transcribing, indexing and digitising local material to preserve records and aid family history research. Millions of records have been produced. Many of these records are shared with our Archives partners and made freely available to the public to inform family history research by means of the public area of the society website.

- 3.5.5 A major initiative throughout 2018 was a series of eleven monthly postings on the Archives+ Blog web-pages to commemorate and celebrate the centenary of the passage of the Representation of the Peoples Act into law in 1918.
- 3.5.6 Inspired by the temporary relocation of Manchester Jewish Museum into the Library, the Society will be seeking opportunities for collaborative activity in the coming year. The Society is working with the Seashell Trust to publish and exhibit material relating to the activities of the Royal Manchester School for the Deaf on the occasion of its bi-centenary in 2023.
- 3.5.7 Engagement with the Archives+ Partnership has encouraged the Society to develop in so many ways to the mutual benefit of all partners. The synergy experienced will be strengthened in the years to come as the partnership continues to grow.

### **3.6 Manchester Jewish Museum**

Manchester Jewish Museum have received £2.9 million to transform their museum in Cheetham Hill. Since July 2019 and until 2021 the Jewish Museum is located within Central Library. The 'Wandering Museum' was officially launched by Sir Richard Leese on 15th July. It is housed within Central Library, and enables visitors to see highlights of their collection. The museum is receiving higher numbers of visits than at its permanent home. The majority of visitors have little previous knowledge of the museum. Most have limited understanding of Jewish faith, history and culture - so being in the library is significantly increasing awareness of the museum. The majority of visitors are 'young adults', which is an age group that traditionally, the museum struggles to attract.

### **4.0 Archives+ Partners working together**

- 4.1 In addition to each service individually delivering services from Central Library, each organisation truly works in partnership with each other. The Archives+ partners all sign up to a partnership charter and have a governance structure including a Board, Steering Group and Working Parties. There are numerous examples of the partners working together for the benefit of residents. A couple of examples are listed below.

#### **4.2 Windrush - 70th anniversary celebrations - 2018**

Manchester enjoys a diverse population and this includes many residents with Caribbean connections who make a fantastic contribution to our city. The Ahmed Iqbal Ullah Race Relations Resource Centre (AIU RRRC), organised an exhibition in Manchester Central Library to celebrate the 70th anniversary of the MV Empire Windrush docking at Tilbury. This was supported by the other archive partners. There have been a large number of community-led projects to capture their individual histories and the larger history of the community. We are lucky to hold some of these collections in our archives. The exhibition featured items from the AIU RRRC collection, including information about notable Mancunians of the Windrush generation including

Louise Da-Cocodia who was an anti racism campaigner and former Deputy Lord Lieutenant of Manchester who was the first black senior nurse in Manchester, reproductions of National Archive records of passenger logs from MV Empire Windrush, printouts of historical newspapers carrying both positive and negative interpretations of Windrush. A small group from Women's Footprints did a digital session, collecting articles and images on ipads for their IT course at Brunswick church and three young volunteers spoke to visitors and shared what they have learnt about Windrush when researching for their blogs. A blog about Windrush was published every day on the AIU RRRC blog for three days over the anniversary.

### **4.3 Cheetham Festival 2019**

To celebrate Manchester Jewish Museum's temporary move into Manchester Central Library, the Archives+ partners held a special Cheetham Festival event in the building in September 2019. The day featured activity from all Archives+ partners in a joint programme of events. The day featured archive handling sessions, family activities and behind the scenes tours of Manchester Central Library on 21. This provided the Cheetham Festival with its only city centre event, and encouraged more people to attend the festival, promoting one of the city's most vibrant and diverse neighbourhoods.

### **5.0 Collections Development**

- 5.1 One of the aims of Archives+ is to ensure its collections reflect contemporary Manchester, and make as many of these collections available either digitally or in 'hard-copy'. Significant collection development within Archives+ over the last five years include
- 5.2 LGBT Collections - The Library and Archive of the Lesbian and Gay Foundation alongside the library's existing LGBT History collections trace the development of the Gay Village and LGBT politics, culture and services in the city region from the 1960s to the present day.
- 5.3 Building Control Archives - the records of the Council's Building Control dating back to 1890 are now held in Archives+ They were previously stored in the Town Hall Extension basement. The archive is of architectural and historic significance. Part of this collection is the Town Hall Photographer collection which is currently being digitised by a large number of volunteers and the photographs being made available on Flickr.
- 5.4 The Greater Manchester elements of the North West Sound Archive were transferred to Archives+ in 2015. Parts of this Archive will be digitised and made available by the British Library Unlocking The UK Sound Heritage Project, described in 3.2
- 5.5 Cooper Street Tower, Sewer Plan archives - the Cooper Street of the Town Hall contained a complete archive for underground Manchester. A team from archives worked in partnership with the Our Town Hall project team to decant

the collection to Deepstore as part of the Our Town Hall transformation project.

- 5.6 Frank Sidebottom / Chris Sievey Archive - this collection was deposited with GMCRO by the Sievey family after the completion of the Being Frank documentary film directed by Steve Sullivan. A unique archive documenting a singular talent, the collection formed the basis of the hugely successful Bobbins exhibition.

5.7 Manchester Together Archive

We have been working with Manchester Art Gallery and the University of Manchester on the Manchester Together Archive. This project (supported by the Heritage Lottery Fund) aims to develop a digital archiving platform to support the digitisation, development and interpretation of more than 10,000 items that were left in the spontaneous memorials in St Ann's Square and elsewhere in Manchester after the Arena attack on 22nd May 2017.

- 5.8 Many archives collections now exist in digital form. Greater Manchester Lives is the current web portal and one-stop shop for Archives in Greater Manchester. Archives+ is currently procuring a new replacement web portal to improve access to archives catalogues and digitised collections. This will be launched in 2020.

**6.0 Greater Manchester Archives and Local Studies Partnership**

- 6.1 The Greater Manchester Archives and Local Studies Partnership (GMCRO) was formed of the 10 GM Local Authorities, led by GMCRO. It is held in high regard nationally as a model of best practice, and enables each of the 10 authorities to deliver better Archives services than if we were working in isolation.
- 6.2 An example of GMALSP work that has benefited Manchester's residents includes its focus on volunteering. Volunteering has been a key workstream in all the GMALSP action plans. Several hundred volunteers have been actively engaged with archives work in Greater Manchester archives services, over the last five years. The majority of those have been in Manchester within Archives+. The volunteers have enabled services to be developed and delivered and projects to happen - including digitisation. Without volunteers, archives would not be available to the public as extensively as they are. Volunteering also has major benefits to our residents. Many of our younger volunteers have found work as a result of their volunteering, and they have generally gained confidence. Volunteering has proved a lifeline to many of our residents who were previously suffering loneliness or social anxiety. GMALSP has assisted us with this through developing volunteering policies, creating projects that provide volunteering opportunities and through organising the annual GMALSP volunteering awards, where Manchester residents have had great success on receiving awards.

## 7.0 Future priorities of the Archives+ Partnership

- 7.1 The Archives+ Partners are committed to continuing to develop and deliver archives services that improve the lives of Manchester residents, and meet the priorities of the city. We will be focussing on services that improve residents health and wellbeing, educational attainment, and civic pride. Future specific priorities include:
- 7.2 Income / Commercialisation. there has been success in creating new income streams through retail, the café, licensing / reproduction, and family history research. In particular we have seen an increase in reproduction requests and income for the use of old photographs in redevelopment and regeneration projects. However we are currently exploring further avenues for commercialisation and raising income for Archives+ and Central Library.
- 7.3 Fundraising - The Archives+ partnership has been very successful in attracting external funding, and each Central Library partner are continuing to explore a range of fundraising opportunities, including the National Lottery Heritage Fund. The Central Library Development Trust has attracted significant contributions from a range of funding bodies which are otherwise unavailable to our organisations.
- 7.4 Neighbourhood Focus - Continue to develop strategies through digitisation and engagement that allow Central Library's archives and collections to be taken out to communities and neighbourhoods across Manchester.
- 7.5 Cultural and events programme. Support the Arts Council funded Library Live programme at Central Library, holding high profile joint Archives+ partner events, to attract 1000s of people from all ages, and engaging residents with the Archive collections in innovative, engaging ways.
- 7.6 Digital access to collections. Continue the digitisation of collections, and make them available via an archives web portal that will replace GM Lives, for example our current project to digitise family history resources in partnership with FindMyPast which will make rate books and electoral registers from across Greater Manchester available online up to 1939, opening up a whole new area for research.
- 7.7 Work with community groups, building capacity within communities. Evaluation to date of Coming In From the Cold project has highlighted the community-focused approach to heritage used by AIU RRRC. This presents a real opportunity to develop new models of community working across the Archives+, ensuring the legacy of this National Heritage Lottery Fund project is fully embedded in working practices and influences collections development and engagement work.





# Archives+ at Manchester Central Library: Making Archives More Engaging

Final evaluation of the Heritage Lottery Funded Project

Jane Davies and Janice Tullock

January 2018

V1.6



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## EXECUTIVE SUMMARY

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*The Archives+ project is not merely about combining archive services. It seeks to provide an exploration for the history of the people of Manchester through its archives; it aims to provide a new visitor destination for the city and throughout this it aims to use new technology and create an interactive relationship with its users and visitors.*

*Archives+ Activity and Interpretation Plan, April 2012.*

The Archives+ project changes how funders, governing bodies, community organisations and individuals should and do view archives. No longer “dusty” “old-fashioned” or “not for me” Archives+ brings archives to people providing them with new ways to engage, and new opportunities to explore the collections. It does this using methods which are new to most archive services, through interpretative exhibition, social media, large-scale education programmes, volunteering and community activities, all underpinned by detailed audience research.

### **What we wanted to happen**

In April 2012 there were 8 separate organisations providing archival and genealogical services within Manchester. Archives+ wanted to change the traditional model of local authority archive provision, to provide new ways into archives. Most of the services were accessed by a small number of people, most through traditional means. The existing audience for archives was over-representative of the over 55 age group, predominantly white and were mainly regular users, with only 20% using them for the first time. They were mostly driven by a need to find a specific piece of information and the majority of this information was related to family history.

This project wanted to concentrate these archival resources and services in one location, explore new ways of using and interacting with archival materials and to develop and deliver a targeted programme of learning and outreach activity which aimed to bring new audiences in new ways.

### **Interpretation and Activity Aims**

The HLF funded project aimed:

- To create a new public face for Manchester’s heritage offer, bringing together archive partners and providing signposts to other heritage resources and sites.
- To provide unique opportunities to discover, share, celebrate and create the stories of Manchester’s history and communities.
- To enable people to feel that they’ve made a connection with Manchester and its history and been touched by the experience.
- Create a strong sense of place, rooted in welcoming the complexity and multiplicity of stories that together make the history of Manchester and shape the way we are today.
- To deliver the project using innovative design solutions and cutting-edge technology and to ensure input from the widest possible range of co-creators.

- To bring targeted new and expanded audiences to Archives+ through marketing and the provision of exciting and innovative activities and resources.
- To use the power of heritage as a catalyst for lifelong learning.
- To demonstrate that archives are for everyone, regardless of age, gender, disability, sexuality, religion or any other factor.

### *Delivery Mechanisms*

The project undertook a comprehensive research which sought to understand what was stopping people from engaging with archives, how people wanted to engage with archives and what they were interested in. This was the foundation to design an interpretation strategy for the exhibition and a comprehensive activity programme which sought to reach beyond its core audience

Target audiences for the project were:

- schools – KS2, KS3 and KS4
- young people aged 14-25 years old
- families with children of primary school age
- black and minority ethnic communities
- non-city centre residents in Manchester
- heritage tourists

Over a 4-year period the intended programme included:

- A digital, interactive exhibition
- Schools Programme
- Marketing Programme
- Families Activity Programme
- Community Programme
- Young People's Programme
- Website and Social Media Activity
- Training and Evaluation

This was to be delivered using a budget of £624,113 and a team of 4 staff

### **The story of what happened**

#### ***Overview of Activity and achievements***

As well as the exhibition in Central Library, the project undertook an imaginative and wide ranging programme of engagement activities. These ranged from longer term projects with prisoners at Strangeways to school visits and handling sessions within the exhibition itself.

The Archives+ project had a number of specific targets and the priority metrics are included below along with two web metrics added later in the development of the project.

Activity	Priority Targets	Actual 2013 – 2017
4	500 families per year take part in the workshop programme.	<b>22,090 families</b>
8	2000 school children participate in workshop programme per year	<b>15,885 school children</b>
9	30 secondary schools will participate in outreach workshop programme per year.	<b>43</b>
19	Youth Volunteering Programme: 12 youth volunteers recruited pa. 10 youth volunteers complete placements pa.	<b>14 recruited; 10 completing</b>

## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

		placements.
22	Develop events programme working with young volunteers. 12 events pa delivered .300 young people attending events pa	19,125 young people attending events
23	Social media presence: Twice-weekly postings to Facebook, 200 likes on Facebook in 1 <sup>st</sup> 6 months.	993 likes by December 2017
25	Develop mailing lists of youth workers. Network of 50 youth workers	Metric cancelled due to loss of youth workers
30	6 x Youth Volunteers trained as Digital Journalists	
N/A	Unique web visitors 150000 p.a.	
N/A	Page views 30,000 p.a.	
N/A	Archives+ blog	
N/A	Archives+ Flickr	26.4 million views by December 2017

*“Without the exhibition we would just be a local history library, the project has helped us to encourage visitors and to help shift our resources to new areas”* Staff member

### **Main exhibition**

The exhibition created an informal, relaxing space which enabled people, particularly those that would not normally use archive services, to engage freely with the displays. The exhibition, which is open to the public 6 days a week (with occasional 7 day opening) has created a “shop front” which has been instrumental in removing barriers to engagement with archives. The exhibition introduces and explores the archive collections, aiming to inspire, encourage, surprise and engage. This is achieved through a range of high-tech exhibitions, the display of original archival material, film booths and interactivity. . In 2016 in response to the question *How would you rate the Archives+ interactive exhibition?* 37% rated the exhibition excellent and 18% rated it good.

Staff have found the exhibition has provided a way to introduce archives comprehensively and that visitors have demanded additions to the stories explored by the exhibition. On several occasions this has resulted in the donation of archives to the collections, enabling Archives+ staff to add new stories to the exhibition.

### **Family Learning Activities and Experiences**

Family learning has taken place through the exhibition and a range of almost 600 non-school events and activities during the project. Over the course of the project over 22,000 families have taken part in workshops and activities as part of the project, substantially more than the target of 500 per annum. Events have been innovative and exciting while also maintaining the link to archive collections. Volunteers have supported the delivery of family events, supporting events and helping volunteers to develop new skills. Usually events include mix of both art and craft type activities and the opportunity to handle original archive material.

### **Schools Programme**

The project has developed a comprehensive schools offer including themed workshops at Central Library for key stage 1 and 2 and workshops and assemblies for key stage 3. Crucially these activities are linked with particular curriculum themes and involved both studying archive material and engaging with the interactive exhibition. Over the course of the project almost 16,000 students have engaged with the project, against a target of 2,000 student engagements per annum.

**Learning opportunities for young people**

*“I love history. We don’t do anything like this at school, it’s all about wars not local stuff,”* Olivia 13, Ladybarn

Young people were attracted to the project through the design of the main exhibition, a programme of youth volunteering, a series of monthly events for young people, planned by young volunteers; the development of partnership projects with youth organisations. As with other sections of the project the activities were highly innovative, designed to meet participants interests and unique to the archive environment e.g. Umbrella Doodles, Zombies in the Archives. Events were a mix of large scale, and smaller, more intimate events and programmes. Over 19,000 young people (aged 13-15 years old) engaged with archives during the programme through events and activities, well above the target of 400 young people per annum.

**Community**

Community activity was undertaken throughout the project and delivered through community exhibitions and partnership working. A community exhibition space was created in the basement of Central Library and during the project some community displays were shown in an area of the main exhibition. The team have also used archives in a highly creative way which has helped make them more relevant and accessible to community audiences. In particular they have frequently used the collections as the source of inspiration for community group projects.

**Heritage Tourists**

The main exhibition is designed to be the principal means of engagement with the “heritage tourists” audience group. Evaluation of visitor comments and interviews shows that visitors feel their visit has enhanced their experience of Manchester.

*“Great surprise and a brilliant addition to a trip to the Christmas markets”* Visitor comment

*“This has become my favourite place in Manchester”* Visitor comment.

Stand point survey data has shown that 24% of visitors to Manchester Central Library are from outside the North West or international visitors.

**Volunteering**

In the project a range of volunteering opportunities and placements were offered, particularly targeted at the priority group of young people. The programme was tailored to the needs and interested of those involve and the evaluation has shown that volunteering has brought a range of benefits including enhanced skill levels for specific tasks e.g. customer services, public speaking skills. In addition, volunteers have noted increases in their confidence levels.

**Online and Social Media**

The project aspired to use social media to develop information and create interactivity around the collections through online participation from audiences. Interactivity with people is most evident on the very popular Flickr site. The Archives+ project also created a website which holds a selection of curated collections, learning resources for schools and information about events. There has also been online social media activity as well as social media embedded into the main exhibition. Visitors are able to interact with others by sending electronic postcards from the exhibition.

Although the project has had some success in using social media to engage with people it has struggled to reach its targets for digital engagement through the website and social media. This is clearly an area for future development.

### ***The Archives+ Partnership***

The partnership of archive organisations was a key driving force behind the project and all partners have seen benefits from their participation. The main added value has been:

- Sharing of skills and expertise
- Providing a better collections offer for people with a greater range of material in particular subject matters.
- Easier access for the public

### **The areas of impact and outcomes of the project**

In evaluating the project we have considered what difference the project has made. We have identified 4 main areas of impact: on audience for archives, on people, on archive services and their resilience and on the heritage.

#### ***Audiences for archives***

It is clear from the priority metrics that audience development was a major achievement for the project. Prior to the project the constituent archive services of Archives+ reached c.15,000 people annually. It is estimated that in 2016/17 around 1.2 million people engaged with archives through the Archives+ exhibition and archive programme. The engagement through activity and interpretation was not at the expense of the traditional archive reading room engagement, where numbers were virtually maintained during the period of the project. This is in contrast to many archive service reading rooms which are seeing reductions in the numbers using on-site reading rooms.

Audience development is about more than numbers through the door. Through the Activity Programme the project has reached a far wider audience than similar activity undertaken before the project.

- the age of people engaged in the Archives+ activity programme is far wider and more evenly spread.
- peaks in the age of engagement with archives are now at aged 6-10 years and 26-59 years, rather than over 55 years old.
- 67% of respondents to the Viewpoint survey described their ethnicity as White, compared to the previous almost 100% White audience previously at Greater Manchester Archives and Manchester Archives and Local Studies.
- increased numbers of families (22,090) and young people (19,125) engaging with archives throughout the project.

#### ***Impacts on people and communities***

The evaluation programme has notes the impact of the programme in a range of areas:

- Increased awareness of and confidence in using archives
- Development of new skills and confidence
- Creation of pride and a connection with Manchester

- Enjoyment
- Increase in knowledge and understanding

### ***Impact on the heritage***

Seeing the Archives+ exhibition has led several groups to deposit and donate collections with the service. This means that more archives are preserved, available and accessible.

### ***Impact on the Archive Services and their resilience***

The Archives+ project has had direct impact on the archive services, how they are managed and their strength. The exhibition and activity plan have enabled them to reach new audiences and provide new routes into archives. The co-location of services and partnership working has increased staff skills and enabled closer working. The project as a whole, particularly the exhibition and its location in Central Library has increased the profile of the services, helping to secured funding and support.

### ***Areas where the impact of the project was not as expected***

Archives+ created a website to showcase the collections, provide interactivity and a source of learning resources. Feedback from the Archives+ partners in the end of project interviews stated that they felt the website was perhaps one of the less successful areas of the project.

### **Reasons for Impacts and Critical Success factors**

Archives+ is clearly different from other archive services and as a result of this we have considered which factors influenced the success of the project and whether lessons could be learned by other archive services.

There were 6 key factors which were critical to the project's success:

1. Relocating the archives to Manchester Central Library
2. Use of digital technologies
3. Placing the users interests and needs are at the heart of the service design
4. A greater range of entry points and changing how people connect with archives
5. An outward facing proactive approach to service delivery
6. Strong leadership, vision, shared ethos, passionate skilled staff

### **Lessons for Archives+**

This report outlines a number of clear lessons for the Archives+ partnership which we summarise here:

1. The Archives+ principles and ways of working have been successful in achieving the project's aims. How will these be maintained?
2. Placing the audience at the heart of exhibition, service and programme design has been highly successful for the project. How will Archives+ continue to talk to audiences and respond?
3. Archives+ is part of a much bigger building and organisation, but its distinctiveness is its collections and stories.
4. As the exhibition becomes an established part of the library offer temporary exhibitions are slipping into the space. This damages the original interpretation plan and could result in a less impactful exhibition.

5. The Partnership needs work to maintain these results and it needs to consider its future plans. How should the Archives+ partnership develop? How is it best to work together and in what areas is it best to work as individual services?
6. The only area where the partnership has underachieved is in the website and online environment. How could this be used to further interactivity with users and to engage target audiences?
7. Although the exhibition and programmes were designed to support a range of levels of engagement with archives they haven't always encouraged deeper use of collections. How could Archives+ use the exhibition to draw people into deeper exploration of the collections, if that is what they want, without dissuading those seeking a fleeting engagement?

### Lessons for other Archive Services

The Archives+ project was designed to meet the needs of a specific target audience and to capitalise on the specific opportunity presented by the redevelopment of Central Library. It would be difficult to transfer this exact programme and exhibition to another archive.

There are however, several lessons learnt from Archives+ which could be transferred to other services:

- Plan audience development by consulting with and responding to audience needs and interests.
- Services as small as archives should concentrate on working in partnership with larger organisations/events.
- Value all engagement with archives equally, however fleeting.
- Provide shop window(s) to your archives enabling people to explore collections easily without needing a search question.
- Design flexible, interpretative digital exhibitions for archives which can be easily updated.
- Don't copy the Archives+ model without similar research and recognition of the environment you are working in.

### Conclusion

The Archives+ project has achieved its aims, beating targets comprehensively and increasing the resilience of its partner archive services. Archives+ now has a challenge to maintain this momentum and to continue this work without HLF support. The challenge for other archive services is to understand this project and to test whether the lessons learnt are transferable.



## CONTENTS

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Executive Summary.....	1
1 What we wanted to happen .....	10
1.1 Interpretation and Activity Aims.....	11
1.2 Project Principles/assumptions.....	11
1.3 Delivery Mechanisms .....	11
1.4 Evaluation Methodology.....	12
2 The Story of what happened.....	15
2.1 Overview of Activity and Achievements .....	15
2.2 Main exhibition .....	17
2.3 Family learning activities and experiences .....	19
2.4 Schools programme .....	20
2.5 Learning opportunities for young people .....	21
2.6 Community.....	21
2.7 Heritage Tourists.....	22
2.8 Volunteering .....	23
2.9 Online and Social Media .....	24
2.10 The Archives+ Partnership .....	24
3 The areas of Impact and Outcomes of the project .....	25
3.1 Audiences for archives.....	25
3.2 Impacts on people and communities.....	28
3.3 Impact on the heritage .....	31
3.4 Impact on the Archive Services and their resilience.....	32
3.5 Areas where the impact of the project was not as expected .....	36
4 Reasons for Impacts/Critical success factors.....	37
4.1 Relocating the archive partners to Manchester Central Library .....	37
4.2 Use of digital technologies increased accessibility .....	39
4.3 User interests and needs are at the heart of the service design .....	40
4.4 A greater range of entry points has changed how people connect with archives .....	43
4.5 An outward facing proactive approach to service delivery .....	44
4.6 Leadership and vision and shared ethos.....	45
5 Lessons for Archives+.....	46
6 Lessons for other Archive Services .....	47
6.1 Comparison between Archives+ and other local archive services .....	47
6.2 Lessons for other archive services .....	48

Conclusion.....	48
Appendices.....	49
Appendix 1 Qualitative data .....	49
Appendix 2 Evaluation evidence collected .....	<b>Error! Bookmark not defined.</b>

# 1 WHAT WE WANTED TO HAPPEN

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*The Archives+ project is not merely about combining archive services. It seeks to provide an exploration for the history of the people of Manchester through its archives; it aims to provide a new visitor destination for the city and throughout this it aims to use new technology and create an interactive relationship with its users and visitors.*

*Archives+ Activity and Interpretation Plan, April 2012.*

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Archives+ wanted to change the traditional model of local authority archive provision, to provide new ways into archives. The traditional model of a local authority archive service is to provide access to archives through a publicly accessible research room, supported by an enquiry service, an online catalogue and online access to digitised archives. Some archive services also provide small engagement and schools programmes. Providing interpretation of archives is not a traditional role for archive services.

In April 2012 there were 8 separate organisations providing archival and genealogical services within Manchester. Some were remote but with top class storage and access conditions, some were within other services and some were hidden gems holding archives in poor storage and access conditions. Most of the services were accessed by a small number of people, most through traditional means. The existing audience for archive use was over-representative of the over 55 age group, predominantly white and were regular users with only 20% using them for the first time. They were mostly driven by a need to find a specific piece of information and the majority of this information was related to family history. Most of the partner services did not have regular, proactive public engagement programmes and nor did they have comprehensive programmes for schools.

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## THE ARCHIVES+ PARTNERS

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Greater Manchester County Record Office (Association of Greater Manchester Authorities)

Manchester Archives & Local Studies and Special Collections (Manchester Library & Information Service, Manchester City Council)

British Film Institute Mediatheque

North West Film Archive (Manchester Metropolitan University)

Ahmed Iqbal Ullah Race Relations Resource Centre (University of Manchester)

Manchester & Lancashire Family History Society

Manchester Registration Service (Historic Registers)

This project wanted to concentrate these archival resources and services in one location, explore new ways of using and interacting with archival materials and to develop and deliver a targeted programme of learning and outreach activity which aimed to bring new audiences in new ways.

### 1.1 INTERPRETATION AND ACTIVITY AIMS

The HLF funded project aimed:

- To create a new public face for Manchester's heritage offer, bringing together archive partners and providing signposts to other heritage resources and sites.
- To provide unique opportunities to discover, share, celebrate and create the stories of Manchester's history and communities.
- To enable people to feel that they've made a connection with Manchester and its history and been touched by the experience.
- Create a strong sense of place, rooted in welcoming the complexity and multiplicity of stories that together make the history of Manchester and shape the way we are today.
- To deliver the project using innovative design solutions and cutting-edge technology and to ensure input from the widest possible range of co-creators.
- To bring targeted new and expanded audiences to Archives+ through marketing and the provision of exciting and innovative activities and resources.
- To use the power of heritage as a catalyst for lifelong learning.
- To demonstrate that archives are for everyone, regardless of age, gender, disability, sexuality, religion or any other factor.

### 1.2 PROJECT PRINCIPLES/ASSUMPTIONS

In defining and driving how and why the Archives+ project was designed, the team created a number of key principles for the project:

- The ultimate aim of the work under this Manchester Archives+ project is not necessarily to drive footfall into the building or to the reading room, but to connect to users in a way which is most appropriate to them. There are numerous ways of interacting with Archives+: online, through social media, off site projects or visits to the exhibition.
- The project should be based upon the archival collections that are held by the partners and should seek to create links between these collections and target audiences.
- The added value of Archives+ is in the partners working together on delivering the activity plan and exchanging skills. Project staff will have an important role in brokering relationships between the totality of the collections and communities.
- Interactivity with audiences is key to the project.
- The project will seek to explore all forms of new technology to engage and interact with audiences, resulting in a strong digital and social media focus. This builds upon work already undertaken by partners.

### 1.3 DELIVERY MECHANISMS

To achieve these aims, the project designed an interpretation strategy for the exhibition and a comprehensive activity programme. These were designed to deliver the project aims and to particularly deliver the audiences and audience numbers required. The project sought to understand what was stopping people from engaging with archives, how people wanted to engage with archives

and what they were interested in. This resulted in a research programme which developed knowledge about audiences, consulted the target audience groups and responded to their needs. Consultation consisted of focus groups with target audience groups, interviews with gatekeepers to these groups and an ongoing programme of user involvement and feedback.

The project sought to reach beyond its core audience of over 55s, library users, and Family history researchers. Target audiences for the project were:

- schools – KS2, KS3 and KS4
- young people aged 14-25 years old
- families with children of primary school age
- black and minority ethnic communities
- non-city centre residents in Manchester
- heritage tourists

This resulted in a directed programme of activity that responded to the needs of the target audiences and provided programmes of activity and interpretation that met those needs.

Over a 4-year period the intended programme included:

- A digital, interactive exhibition
- Schools Programme
- Marketing Programme
- Families Activity Programme
- Community Programme
- Young People's Programme
- Website and Social Media Activity
- Training and Evaluation

This was to be delivered using a budget of £624,113 and a team of 4 staff:

- Communities Officer (f/t 4 years)
- Learning Officer (f/t 4 years)
- Digital Preservation and Access Officer (p/t 4 years)
- Exhibition Curator and Researcher (p/t 1 year)

The partner organisations also contributed some of their own resources to the programme. This programme and the move to Manchester Central Library also resulted in developments in some of the core services and operations of the partners. The main additional resources from the partners were:

- Partner staff time to support the Public engagement programmes and associated resources
- Partner staff and volunteer time to support the help desk
- Volunteer time for the family history help desk
- Staff and volunteer input into the exhibition

#### 1.4 EVALUATION METHODOLOGY

The evaluation was designed to support the development of the project as well as to provide information for the main funders, the Heritage Lottery Fund. We set out to ascertain:

- Whether you achieved what you set out to.

## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

- How well you achieved it.
- What impact the activity has had.
- The reasons for these impacts

A process of evaluation was implemented from the start of the project so that ongoing reflection and development could take place throughout the life of the project. Staff training and tools were provided by the consultants to support this process. Three evaluation reports were created to aid reflection with this final report summing up key findings.

The development of the evaluation methodology began by considering the expected outcomes from the project, then examined the expected indicators of success. Both outcomes and indicators influenced the type of evidence which was collected, as described in the table below:

<b>Outcomes:</b>	<b>Indicators of Success:</b>	<b>What type of evidence will you collect?</b>	<b>How will you collect the evidence and when?</b>
Increase use of Archives+ partner collections.	Targets are met for numbers of people participating in programme areas: exhibition, outreach, schools, online etc.	Counting numbers attending.	All numbers collected at all times
Change the profile of archive users.	More diverse users participate. Increase in YP, BME, families, heritage tourists.	Socio economic profile gathered through: Interview Viewpoint at exhibition Online survey	Sample of events and activities.  All longer term programmes.  Online sample
To create a strong sense of place and enable people to feel a connection with Manchester.	Participants say they feel a connection and sense of pride in the city as a result of participation in the programme.	Visitor comments: books, walls, digital postings Visitor interview. Analysis of Creative responses.	Open comments facility to be available at all one off events.  Creative response to capture this to be included in longer term programmes.  Sample interviews/discussion
Increase visitor's awareness, understanding and confidence in using archives.	Visitors report that they have increased their confidence, understanding and skills in using archives.	Visitor comments: books, walls, digital postings Visitor interview. Analysis of Creative responses.	Open comments facility to be available at all one off events.  Creative response to capture this to be included in longer term programmes.  Sample interviews/discussion
Improve volunteers' skills, confidence and employability.	Volunteers report and are observed improving skills and confidence. Volunteering leads to employment or further training.	Volunteer interviews. Volunteer diaries. Observation of volunteers. Analysis of creative responses.  (Volunteer coordinator to develop plan to capture).	Detail in volunteer evaluation plan.

## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

Raised profile of Archives+ and central library amongst non-city centre residents	Non city centre residents report that they are now aware of Archives+ and the central library and intend to visit.  Proportion of non-city centre visitors to Archives+ venue.	Participants in outreach programmes interviews.  Survey of visitors to venue	Sample interview/discussion in outreach.  Sample visitor survey.
User enjoy their experiences and enhance their learning and social experiences.	Visitors report enjoyable experiences. Visitors observed having positive experiences.  Learning and social outcomes reported, observed, captured.	Visitor comments: books, walls, digital postings Visitor interview/discussion. Analysis of Creative responses.  Detailed evaluation of longer term programmes, involving the above.	Open comments facility to be available at all one off events.  Creative response to capture this to be included in longer term programmes.  Sample interviews/discussion  Viewpoint
Involve users in the development of services and the collections.	Active levels of participation of users in the development of services including online. Participants say they feel involved and their views and contributions are valued.	Visitor/participant interviews	Sample interview
Improve archive services through partnership working.	Partners actively involved in the programme. Partners report that they feel positive about the partnership. External orgs signpost to Archives+ and vice versa. Users report that they have benefited from the partnership approach.	Partner interviews  User interview	Partner interviews.  Sample user interview
Archives+ to add to the visitor experience in Manchester and contribute to the success of the Manchester Central Library.	Archives+ part of City tourism campaigns. Visitors report that they have come to Manchester specifically to visit Archives+	User interview Staff comments. Analysis of relevant literature e.g. tourist campaign	Staff interview/project reflection workshop.

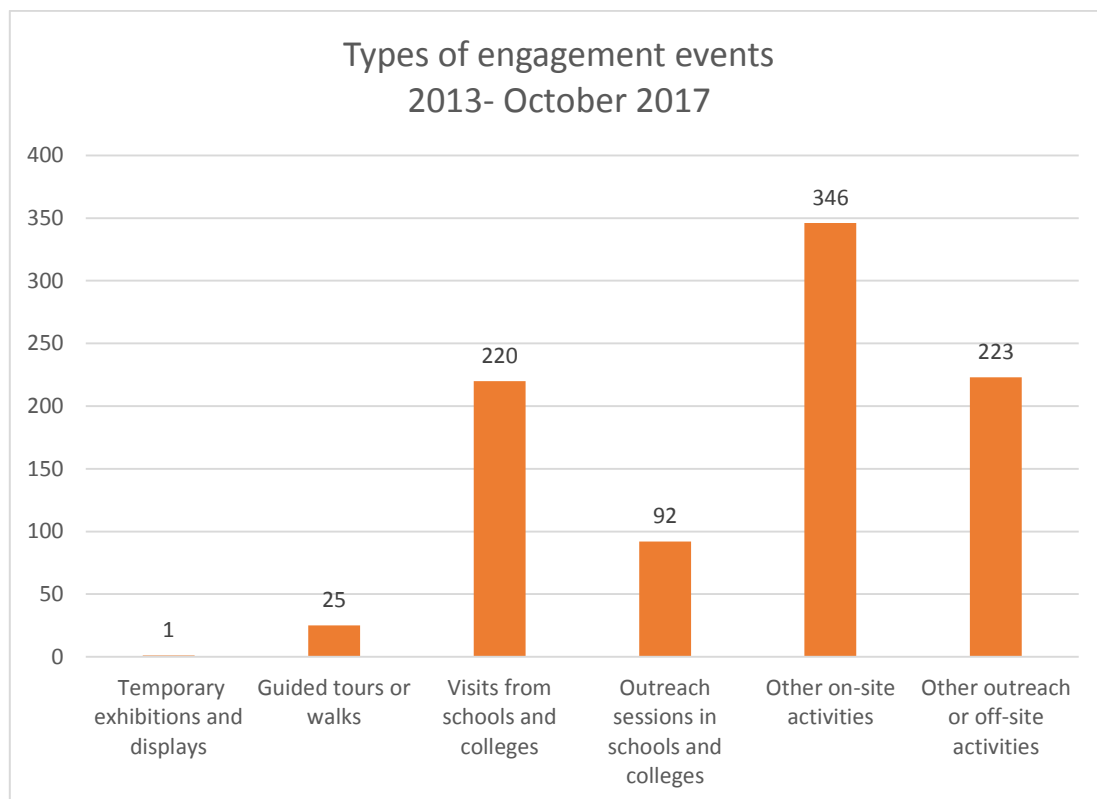
Consultants, Janice and Jane designed the collection of evaluation data, which was undertaken by project staff. This data was analysed by the consultant team and is listed in Appendix 2

## 2 THE STORY OF WHAT HAPPENED

This section of the report analyses the project looking at what happened, the areas of impact and highlighting the evidence of that impact. The main areas of activity are described below, followed by the key areas of impact.

### 2.1 OVERVIEW OF ACTIVITY AND ACHIEVEMENTS

As well as the exhibition in Central Library, the project undertook an imaginative and wide ranging programme of engagement activities. These ranged from longer term projects with prisoners at HMP Manchester to school visits and handling sessions within the exhibition itself.



The Archives+ project had a number of specific targets and the priority metrics are included below along with two web metrics added later in the development of the project. The project's targets for physical engagement were well exceeded. Some of the online targets were below original expectations.



Activity	Priority Targets	Actual 2013-14	Actual 2014-2015	Actual 2015-2016	Actual 2016-October 2017
4	500 families per year take part in the workshop programme.	1560 families	4046 families	2262 families	2914 families
8	2000 school children participate in workshop programme per year	936 schoolchildren participated	5577 Schoolchildren participated	3456 schoolchildren participated	3306 Schoolchildren participated
9	30 secondary schools will participate in outreach workshop programme per year.	30	20	13	18
19	Youth Volunteering Programme: 12 youth volunteers recruited pa. 10 youth volunteers complete placements pa.	12 youth volunteers recruited; 10 completed placements	14 Youth Volunteers recruited, 10 completing placements	1	1
22	Develop events programme working with young volunteers. 12 events pa delivered .300 young people attending events pa	1956 young people attending events	4588	3124 young people attending events	2093 Young people attending events
23	Social media presence: Twice-weekly postings to Facebook, 200 likes on Facebook in 1 <sup>st</sup> 6 months.	147 Likes	141 Likes	345 Likes	
30	6 x Youth Volunteers trained as Digital Journalists	16 Young volunteers in total	15 Young volunteers in total		
N/A	Unique web visitors 150000 p.a.	10,452 <sup>1</sup>	26,275	27,772	
N/A	Page views 30,000 p.a.	3,0000	83,139	62,500	
N/A	Archives+ blog	35,717 page views	37.188 page views		
N/A	Archives+ Flickr	3,326,328 image views	5,785,819 image views	4,086,848	

<sup>1</sup> Website was not up and running for 6 months of this year

## 2.2 MAIN EXHIBITION

*“Without the exhibition we would just be a local history library, the project has helped us to encourage visitors and to help shift our resources to new areas”* Staff member

The exhibition created an informal, relaxing space which enabled people, particularly those that would not normally use archive services, to engage freely with the displays. The exhibition is situated on the ground floor of Manchester Central Library in an open plan area. It is not only in a prominent area of the entrance to the library but it’s position and open plan design means many visitors pass through it. Ease of access is particularly apparent in the café area, which blends café furniture and exhibition together. The exhibition design cleverly blurs the edges of the exhibition with the café and library areas meaning that many people access the archive exhibition accidentally. Observation of visitors and visitor interviews showed that many people were “just passing” through the exhibition but then stopped to look at something of interest. The exhibition has been a platform for the archive partners to display material publicly, whereas previously many of the partners did not have a permanent physical space which was open to the public. The exhibition, which is open to the public 6 days a week (with occasional 7 day opening) has created a “shop front” which has been instrumental in removing barriers to engagement with archives.

*“It has completely changed the way in which people access our services. For us it was all about the exhibition pods and being in the city centre. It brought massive footfall”* Archives+ partner.

The exhibition introduces and explores the archive collections, aiming to inspire, encourage, surprise and engage. This is achieved through a range of high-tech exhibitions, the display of original archival material, film booths and interactivity. These exhibitions are content controlled by Archives+ staff and have been regularly updated during the project and will continue to be updated. The digital nature of the displays means that the content of the exhibition can be regularly changed to link with large public library events e.g. Chinese New Year, which has drawn visitors from the events to the exhibition area.

The exhibition is a standard question in the Viewpoint survey which is a stand alone survey tool in Central Library. In 2016 in response to the question *How would you rate the Archives+ interactive exhibition?* 37% rated the exhibition excellent and 18% rated it good. 37% of respondents said that they did not know how to rate the exhibition, presumably as they had not visited but had passed through Shakespeare Hall to other parts of the library.

The Archives+ team also undertook observation of users in the exhibition on two occasions in 2015 and sporadically from then on. They also interviewed visitors to the exhibition and received feedback through the interactives themselves. Staff report receiving very positive comments from visitors that they have interacted with. Staff in particular noted that there was a high level of repeat visits which indicates visitor satisfaction.

*“The Ground floor is like the Bat Cave of Archives”* John – Volunteer from Greater Manchester

The main factors contributing to satisfaction levels were reported by users as:

- All family members being able to participate.
- Shared experiences e.g. Collections acting as a catalyst for parents and grandparents being able to tell children about the past.
- Informal, relaxed atmosphere which encourages participation and enjoyment.

- Interesting programming and relevant content and collections.
- Changing exhibits and activities.
- A whole day out experience.

This research also identified areas where the exhibition was less successful and the library invested in changes to the exhibition to overcome these issues.

For staff the exhibition has provided a way to introduce archives comprehensively that wasn't available before. Staff describe how the digital displays were a really useful resource for helping to explain to people what an archive is and which enables them to quickly demonstrate a whole range of archive material in the one area. The exhibition also includes a Taster Session table for introducing original archive material and spaces to allow class sessions to take place within the exhibition space. This works well and provides a different experience for children from the classroom.

*"It is not easy to explain what an archive is in outreach, the digital exhibits really help with this".* Staff member

Perhaps the greatest indicator of the success of the exhibition has been the demands by visitors for additions to the stories explored in the exhibition. These stories are usually absent due to a lack of relevant archives, which the visitors can often supply. On several occasions this has resulted in the donation of archives to the collections, enabling Archives+ staff to add new stories to the exhibition.

#### **Evidence: Visitor interviews**

In rating their visit, 50% of interviewees rated their visit as 10 out of 10, with all interviewees awarding 8 out of 10 or above.

The visitor interviews also sought to identify any learning outcomes as a result of visiting the exhibition. 64% of interviewees reported that they had felt that they had learnt something from the exhibition. The majority of interviewees identified living conditions in the past as being the prime area of learning. Interviewees (22%) also mentioned learning about specific events in the past, including the Peterloo massacre, the meeting of Rolls and Royce and the Victoria Baths.

We also asked people what they would say the exhibition was about if they were describing the exhibition to someone else. The majority of people (64%) primarily described the exhibition as being about the Manchester area and its history. A smaller number (21%) described the exhibition as being about the past and living conditions. A few people mentioned archives as a second response and none mentioned archives as their first response.

Finally, we also asked people whether anything they had seen in the exhibition would change their perception of Manchester. Some people (17%) reported that their perception was already positive. A majority of people (67%) reported that their perception had been altered by something they had learnt in Archives+. People reported a variety of changes in perception including:

- Being enlightened about events in the city in the past
- Learning about living conditions in Manchester in the past
- Money has been well spent in the library

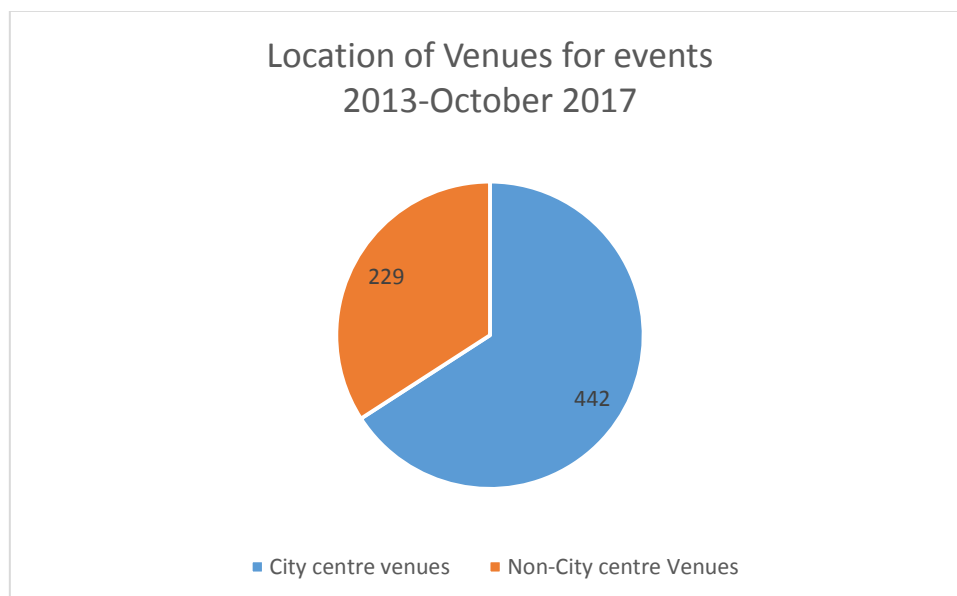
### 2.3 FAMILY LEARNING ACTIVITIES AND EXPERIENCES

The plan for family learning was two-fold, for the design of the exhibition to allow families to learn together and share experiences and for an events programme to be designed specifically for families. Timetabled at an accessible time and often linked to local and national events, this programme has been a real success of the project. 192 non- school events were provided in 2014/15, 130 in 2015-16, 139 in 2016/17 and 131 in April-Oct 2017/18. Events have been innovative and exciting while also maintaining the link to archive collections. Volunteers have supported the delivery of family events, supporting events and helping volunteers to develop new skills. Usually events include mix of both art and craft type activities and the opportunity to handle original archive material. These events have included:

- Manchester Literature Festival Family day
- Regular holiday activities
- Manchester Mega Mela
- Children’s book festival
- War Horse Day – Puppet Making, Handling session and Living History Character
- Extravaganza days with activity across Central Library
- Lego stop-motion workshop
- Sunday Fundays e.g. grandparents day

Over the course of the project over 22,000 families have taken part in workshops and activities as part of the project, substantially more than the target of 500 per annum. The majority of families engaged have children in the 6-10 age group, but the project has also reached intergenerational groups. The majority of these activities have taken place in partnership with bigger organisations and events e.g. The Science festival, Manchester Histories Festival, which has helped to raise the profile of events with larger and more diverse audiences.

The activity plan for the project included particular targets for family activity outside the city centre and with Black and Minority Ethnic Communities. Over the course of the project the majority of events have taken place outside Manchester City Centre,



Activities have taken place in support of refugees week, Black History Month and International Mother Language day, amongst others.

The impact of this programme on participants has been overwhelmingly positive. Staff report high levels of satisfaction from participants noting how families have enjoyed the range of hands on activities on offer *“Great activities for small and bigger children”*. The opportunity to handle original material from the past has been noted as a particularly special experience as has the atmosphere, staff and building have *“This has become my favourite place in Manchester.”*

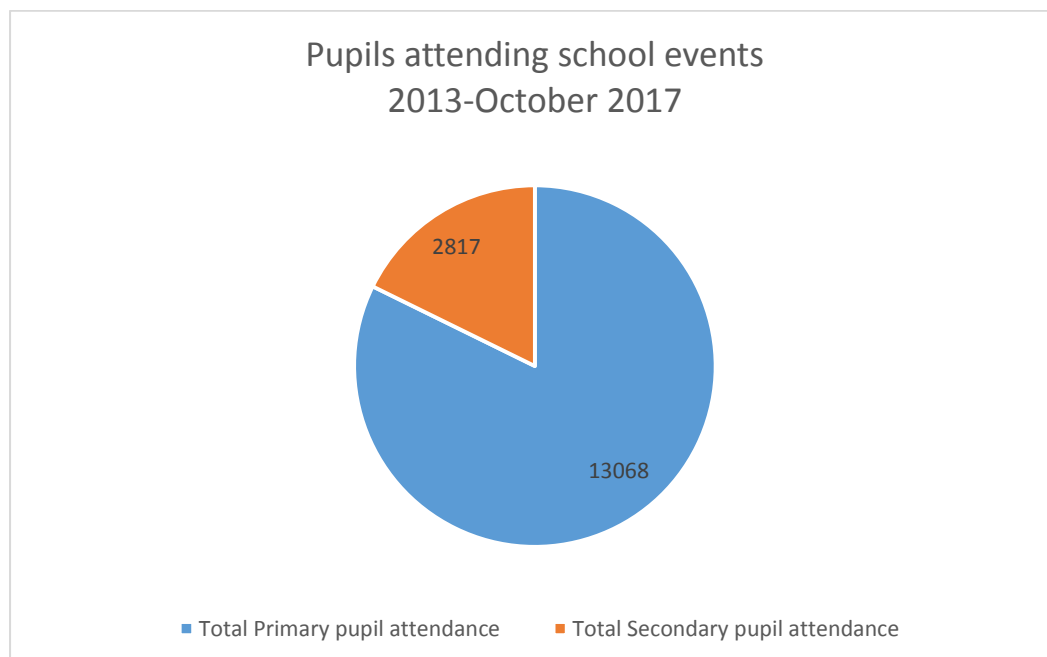
## 2.4 SCHOOLS PROGRAMME

Prior to the Archives+ project the individual archive services had very small schools programmes, with the exception of the programme at the Ahmed Iqbal Ullah Race Relations Resource Centre. The Activity Plan for the project aimed to target formal education users across both KS2 in Primary Schools and KS3 and KS4 in Secondary Schools.

The project has developed a comprehensive schools offer. Key stage 1 and 2 students are offered a themed workshop at Central Library, linked with particular themes such as Manchester and the localities, involving a tour of the building and studying archive material and the interactive exhibition. For Key Stage 3 students the offer is concentrated on workshops and assemblies in school. The service is also a partner in the English Heritage Schools World War One package.

In response to the original Activity Plan research, the offer includes free online resources for schools to use before and after a visit. These resources cover topics such as the Manchester Ship Canal, Manchester Communities and the history of mental health. It also includes archive material and related guided walks of the area.

Over the course of the project almost 16,000 students have engaged with the project, against a target of 2,000 student engagements per annum. The majority of these engagements have been with primary school pupils, which is a usual demographic breakdown for most cultural venues due to the restrictions of the secondary curriculum.



Over 90% of these engagements are with students from outside the city centre, taking place both in Central Library and on-site in schools. Schools programmes are delivered in partnership with a range

of external organisations including: Peoples History Museum; English Heritage and the Yellow Brick Road Theatre Company.

## 2.5 LEARNING OPPORTUNITIES FOR YOUNG PEOPLE

*"To be honest when they said we were coming to the Library I thought it was going to be boring but this is amazing, there's so much stuff to do. I didn't know all this stuff happened near where I live. I'm going to come back this weekend."* Romanie, aged 17, part of Eastlands homes youth forum after a tour of the Library and viewing relevant archives in the search room. (staff saw her the following Saturday showing the exhibition to her friend.)

*"I love history. We don't do anything like this at school, it's all about wars not local stuff,"* Olivia 13, Ladybarn

Young people were attracted to the project through the design of the main exhibition, a programme of youth volunteering, a series of monthly events for young people, planned by young volunteers; the development of partnership projects with youth organisations.

Over 19,000 young people (aged 13-15 years old) engaged with archives during the programme through events and activities. This is well above the target of 400 young people per annum. The programme of events was developed with around 13 young volunteers that were very involved in the planning and management of the programme. They were particularly involved in suggesting ideas for the events programme such as creative writing and sewing workshops. This approach has not been without its challenges however, this involvement has helped to ensure the programme was relevant to the target audience and hence make it attractive to participants.

As with other sections of the project the activities were highly innovative, designed to meet participants interests and unique to the archive environment e.g. Umbrella Doodles, Zombies in the Archives. Events were a mix of large scale, and smaller, more intimate events and programmes. Again, as with other sections of the project, the young people's activities were delivered in conjunction with experienced practitioners in this area including: Young Enigma, Junkshop, Manchester Mega Mela, MUU, MaD Theatre, Creative Tourist, Wow Zone, Artists Sarah Marsh, Chorlton Book Festival, Manchester Guided Walks, Musical Youth Uk.

Some areas of the activity plan were not delivered as envisaged. Handling boxes were replaced by regular handling session within the exhibition space. The programme of activity and training with youth workers was removed from the programme following the suspension of the council's youth worker programme. The project sought and found different ways to work with youth and community groups throughout the project.

## 2.6 COMMUNITY

Community activity was undertaken throughout the project and delivered through community exhibitions and partnership working. A community exhibition space was created in the basement of Central Library and during the project some community displays were shown in an area of the main exhibition. This community exhibition space has been regularly used by partners to co-create exhibitions with community groups. These spaces have been a hub for community representation and ownership of the project. For example the Ahmed Iqbal Ullah Race Relations Resource Centre worked with the Manchester Refugee Support Network heritage project to produce an exhibition

highlighting the experiences of refugees. This material has since become part of the Radical Thinking section of the main exhibition at Archives+

The team have also used archives in a highly creative way which has helped make them more relevant and accessible to community audiences. In particular they have frequently used the collections as the source of inspiration for community group projects. For example at Ladyburn, A Youth Motivation project, old recipes were used for a cooking project and illuminated letters were also used as inspiration for designing posters for an intergenerational event. Finding creative ways to use archives and link them to the interests of a community group has been real strength of the programme.

The community activities have enhanced local library offers and in some cases help build capacity locally. In one project the Archives+ staff trained a local volunteer run library staff in the use of digital technologies so that they could in order to build digital capacity within their own locality.

Initially the community outreach was initiated by Archives+ staff approaching partners. As the projects reputation has grown community partners now actively seek to work with Archives+, a testament to the project's success.

## 2.7 HERITAGE TOURISTS

The Activity Plan envisaged that the main exhibition would be the principal means of engagement with the "heritage tourists" audience group, along with the taster sessions in the exhibition space. Evaluation of visitor comments and interviews shows that visitors feel their visit has enhanced their experience of Manchester.

*"Great surprise and a brilliant addition to a trip to the Christmas markets"* Visitor comment

*"This has become my favourite place in Manchester"* Visitor comment.

Stand point survey data has shown that 24% of visitors to Manchester Central Library are from outside the North West or international visitors. These visitors regularly review the service online, particularly on Tripadvisor:

*"Wow! A really modern library, in an old building. We ambled around the various multi-media exhibitions, watched an episode of a long forgotten television programme in the BFI pods, had a coffee, used the facilities, played with the moving bookcases looking for parish registers and marvelled at the dome in the delightfully old-fashioned reading room."* Tripadvisor review.

Survey data also shows that visits to Archives+ is having an effect on these visitors with a majority of visitors (67%) reported that their perception had been altered by something they had learnt in Archives+<sup>2</sup>

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<sup>2</sup>Report to Manchester City Council, Communities and Equalities Scrutiny Committee – 20 July 2016

## 2.8 VOLUNTEERING

Archives+ offers a range of volunteering opportunities and placements. These were particularly targeted at young people. Over the duration of the project there have been 167 volunteer placements that have been recruited by working with library staff and through direct marketing at student fairs.

The volunteering programme was tailored to the needs and interests of those involved. One of the specific areas of focus of the programme has been digital volunteers. Through the digital journalist programme the project was able to tailor activity to the needs of individuals and support the volunteers develop relevant skills.

Evaluation from volunteer surveys and interviews with partner staff has shown the volunteering programme to bring a range of benefits including in skills relating to the tasks undertaken. In addition, volunteers have noted increases in their confidence levels. One archive volunteer suffers from a “social anxiety condition” and working at the archive contributing blogs, has helped increase her confidence. *“K’s Tutor commented on how pleased she has been with the progress K has made on her placement”*

Volunteers noted that they had gain skills in using archives as well as customer services, public speaking skills and confidence.

*“It’s not just about taking from them [the volunteers].”* Staff member

*“I learnt how to digitise archives, manipulate the image and upload on to public sharing websites like Flickr”* Volunteer

*“I learnt knowledge, time management and communication”* Volunteer

## CASE STUDY

### Young volunteer programme improving services for young people

Archives + is operating a 6 month volunteer placement programme for young volunteers mainly aged 16-25.

#### Areas of Impact

- Improved skills, confidence and increased the employability of those taking part.
- Increased the capacity of the organisation to deliver events, activity and social media.
- User involvement (young volunteers) has brought relevant, fresh ideas to the organisation
- Young Volunteers have been able to market the services to other young people they know.

*“Working with young volunteers meant that we were able to provide activities and digital content that are relevant to the age group.”* Staff member.

*“Archives + is an excellent volunteering opportunity which gives people a great taste of working in an archive environment and provides new skills”* Volunteer.

#### Reasons for success

- Activity and roles are tailored to the interests and skills of the young people.
- A flexible timetable accommodates the availability of volunteers.
- The volunteers are delivering meaningful tasks which enhance the service.



## 2.9 ONLINE AND SOCIAL MEDIA

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*Archives+ seeks to change the relationship between the archive and the user, to explore and encourage new methods of participation. We recognise that not every person wants to use archives in the same way, they don't all wish to undertake research or volunteer for projects.*

*Archives+ Activity and Interpretation plan*

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The Archives+ project created a website which holds a selection of curated collections, learning resources for schools and information about events. There has also been online social media activity as well as social media embedded into the main exhibition. Visitors are able to interact with others by sending electronic postcards from the exhibition.

The project aspired to use social media to develop information and create interactivity around the collections through online participation from audiences. Interactivity with people is most evident on the very popular Flickr site. Here people react to images, tagging and commenting on what they see. Sadly, the interaction is not two-way and staff are not able to respond to comments.

Although the project has had some success in using social media to engage with people it has struggled to reach its targets for digital engagement through the website and social media. Following the ending of the digital officers post it has been difficult to get data from WordPress, Twitter, Facebook etc. The impact of the website has also been difficult to assess but in the early stages of the project this was clearly an area of difficulty.

It is interesting to note that during the project the individual partners have increased their own online presence through digitisation and online cataloguing outside the scope of this project. In the final interviews some partners noted that they hadn't been able to contribute a great deal to the Archives+ website and that this may have contributed to its lack of success.

## 2.10 THE ARCHIVES+ PARTNERSHIP

Archives+ enhanced the partnership of the 7 partner organisations. The 7 partners moved to the central library and contributed to the joint projects of Archives+. A key mechanism for the delivery of the joint projects was the project staff which were funded by HLF. A partnership infrastructure was also created through regular themed meetings and working groups. The partnership physically brought the collections together and the exhibition was a public show case for them.

Evaluation interviews revealed that the partners have greatly valued the opportunity to work more closely together and that there has been added value to collaborative approaches.

The main added value has been:

- Sharing of skills and expertise
- Providing a better collections offer for people with a greater range of material in particular subject matters.
- Easier access for the public

It is important to note that much of the Archives+ project has focused on the collections of Manchester and Greater Manchester and that some of the partners have a wider geographical reach such as the NW Film Archive. Therefore the project has enabled increased engagement on parts but not all of the collections of the partners. During the later parts of the project some of the infrastructural meetings became less frequent and it was commented by some of the partners that the partnership focus had weakened as a result.

### 3 THE AREAS OF IMPACT AND OUTCOMES OF THE PROJECT

In evaluating the project we have considered what difference the project has made. We have identified 4 main areas of impact: on audience for archives, on people, on archive services and their resilience and on the heritage. A summary is presented below followed by an examination the impact of the project in each of these main areas and discuss their impact at a detailed level.

#### 3.1 AUDIENCES FOR ARCHIVES

Developing audiences was a key focus for the project. An exhibition was designed to build new audiences on a daily basis, introducing people to archives through themes that would interest and digital exhibits to inspire them. A wide ranging engagement programme was delivered to target underrepresented groups. Access to collections was also made easier with relocation of the partners to central library in the City Centre.

It is clear from the priority metrics (In table above) that audience development was a major achievement for the project. Prior to the project the constituent archive services of Archives+ reached c.15,000 people annually. In 2016/17 (the last full year available) the Archives+ activity programme exceeded project targets engaging with:

- 6143 families
- 11939 adults
- 5964 schoolchildren
- 4881 young people

In the first year of opening it was calculated that 79% of the 1.5 million people that visited Central Library in 2016/17 also engaged with the Archives+ exhibition. Together its estimated that in 2016/17 around 1.2 million people engaged with archives through the Archives+ exhibition and archive programme.

Interestingly this engagement through activity and interpretation was not at the expense of the traditional archive reading room engagement, where numbers were virtually maintained during the period of the project. This is in contrast to many archive service reading rooms which are seeing reductions in the numbers using on-site reading rooms.

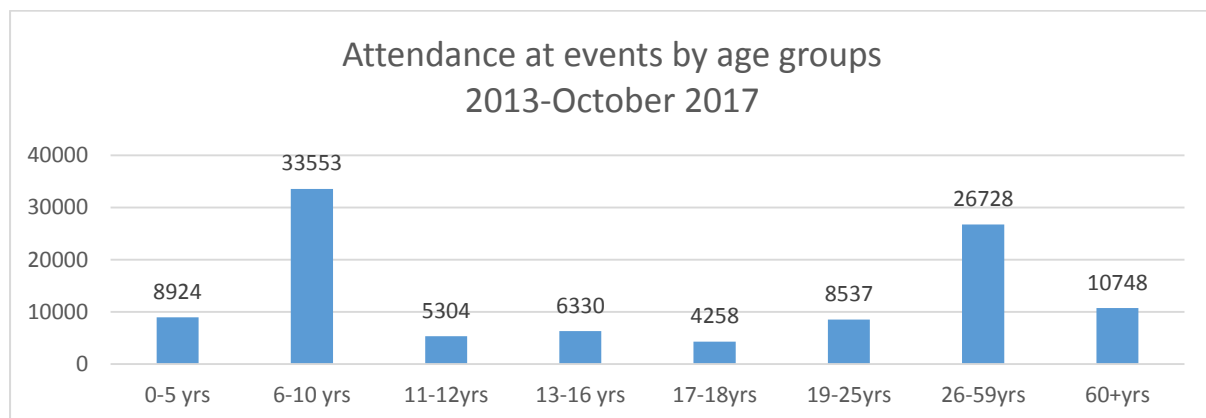
		Customers in searchroom	Items issued	Letter/Email enquiries
Prior to Archives+	2010/11 GMCRO only	1474	N/A	2574
	2010/11 MALS only <sup>3</sup>	853	N/A	3681

<sup>3</sup> Including closure period April-June 2010

## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

	<i>MALS&amp;GMCRO total</i>	2327	N/A	6255
Archives+	2013	1024	3600	
	2014-15	2230	8282	2210
	2015-16	2269	7392	2534
	2016-17	2206	7519	1793
	April-Oct 17	915 (6 months)	4142 (7 months)	410 (4 months)

Audience development is about more than numbers through the door. Through the Activity Programme the project has reached a far wider audience than similar activity undertaken before the project. Firstly, the age of people engaged in the Archives+ activity programme is far wider and more evenly spread amongst age groups, than the previous activities secured. Peaks in the age of engagement are now at aged 6-10 years and 26-59 years, rather than over 55 years old.



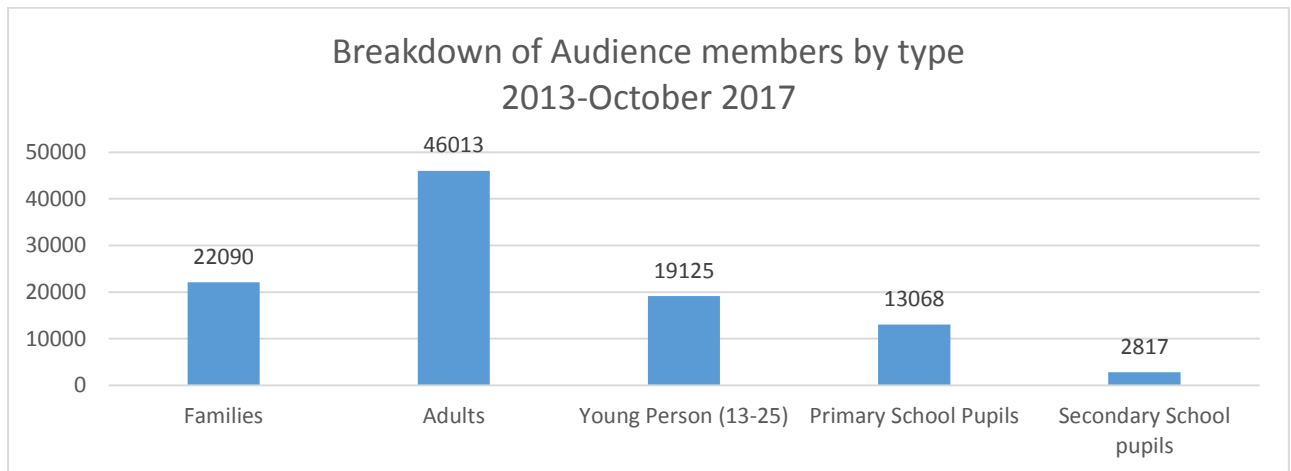
The ethnicity of the audience for Archives+ was examined through responses on the Viewpoint survey tool. In 2016 respondents to this survey said that they described their ethnicity as follows:

White / White British	67.09%
Jewish / Jewish British	3.8%
Asian / Asian British	7.59%
Black / African / Caribbean / Black British	3.8%
Other ethnic group	3.16%
Prefer not to say	14.56%

Again, this is a much more even spread amongst different ethnic groups than before the project when there was an almost 100% white audience at Greater Manchester Archives and Manchester Archives and Local Studies.

Finally, it is clear that the project is reaching different types of people. Before the project, archive services in Manchester had little to offer families or young people in particular. Traditional reading

rooms were not designed for family activities and engagement activities were not designed to attract young people. Both these groups had specific engagement programmes designed in response to the consultation programme. As a result, the numbers of these groups engaged with archives has increased.



This increase diversity and in numbers using the archive has led to an increased sense of purpose amongst staff, managers and managing organisations within the partnership.

### 3.2 IMPACTS ON PEOPLE AND COMMUNITIES



#### Skills and Confidence

Evidence of improved skills and confidence was collected through the outreach programme and the volunteering programme.

The success of the volunteering programme was highlighted in the volunteer surveys where respondents all reported that they had improved their skills and confidence as a result of the programme. One volunteer noted that participation had helped them to get a job. The success of the programme is also evidenced in the very high retention rate of volunteers over the 6 month placement.

The outreach programme helped improve participants skills and confidence in a range of areas dependant on the programme focus and needs of the group. This was wide ranging including: skills and confidence in using the library (and archive) services; personal confidence issues related to mental health and wellbeing; digital skills; creative skills; social skills; spoken English and communication skills.

*"The school children were empowered when they see the results of their suggestions in the Saturday Spectacular".* Participant

*"The exercise gave the students increased confidence in speaking English and enabled them to feel comfortable in the environment of central library".* Participant

#### Case Study: Burnage Library Digital Project

Archives+ staff trained volunteer staff at the volunteer run Burnage in using digital technologies and archives. The volunteers then shared their digital skills with their own community.

## Enjoyment

In exit interviews from the exhibition all visitors rated their visit at least 8 out of 10 with 50% of those surveyed rating 10 out of 10. Evaluation evidence gathered through comments and feedback from the events programme showed very positive responses to people's participation. Archives+ staff noted that there have been a high number of repeat visitors to the events programme indicating visitor satisfaction. Participants said:

*"This has become my favourite places in Manchester"*

*"Super effort, friendly staff and memories to last forever".*

*"The class was lovely and I really enjoyed it".*

*"Really loved the class."*

## Knowledge and Understanding

The various elements of the project have shown evidence of increasing people's knowledge and understanding. Many of these relate to the expected factual information contained within the archive collections e.g family history or information about historical events. The project's commitment to "connecting" to people's lives has also given many participants a deeper understanding of topics with relevance to their own lives and contemporary society. Archives+ has built on the work on of the Ahmed Iqbal Ullah Race Relations Resource Centre to deepen people's understanding of racism. Collections relating to LGBT community have been used to discuss and highlight a range of issues.

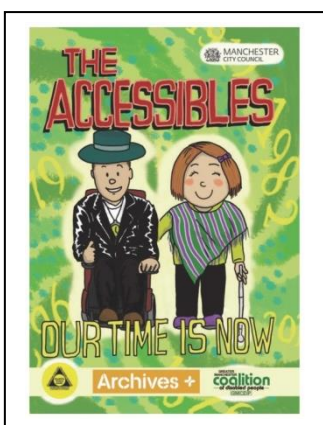
*"It made me think of how we "evolved" today and that we should always make others aware of racism. I learnt about Ahmed and the courageous initiatives of his family".* Participant.

*"I have learnt that racism matters".* Participant.

*"We looked at the archive posters and discussed the imagery and language. Most preferred the persuasive posters rather than the militant ones, though they understood why people felt angry at the time of Ahmed's death".* Participant

*"The young people involved said that they had learn a lot about the history of the disabled community and how their access and rights had changed throughout the years"* Participant

## Case Study: "The Accessibles – Our Time is Now"



In 2015 Archives+ worked with the MCC Disabled Employee Group and Young Disabled People Taking Action Group to produce an exhibition for UK Disability History month. The young people visited Archives+ to begin their research into the history of people with disabilities and their activities in Manchester. The group created a comic book, "The Accessibles – Our Time is Now" tells the story of time-travelling young disabled characters, Josh and Hannah, exploring past and present approaches and attitudes to disability is delivered in a light-hearted, humorous but informative way.

In March 2016 "The Accessibles – Our Time is Now" project won the Community Award at the Manchester Community Histories Awards.

### Confidence in Using Archives

The evaluation has evidence that the Archives+ programme has helped people to understand more about the collections held by partners. In particular, the exhibition is reported as being successful in offering a route into the collection for people that had not previously engaged with the collection and service.

In the visitor interviews all interviewees reported that they would be interested in using archives again. Over 50% of interviewees envisaged visiting the exhibition again, with nearly 20% interested in undertaking research in the searchroom. Other areas of interest were exploring family history and visiting other exhibitions and libraries.

The partnership with the family history society has resulted in a range of services being made available to users. Archives+ provides a family history help desk, certificate services, a programme of family history events at Archives+. It's a real benefit to users to have a one stop shop for family history research.

### Pride and connection

Evidence that the Archives+ exhibition and its programme develop a sense of pride in Manchester is clear through user and staff feedback, in survey responses and in social media. Staff describe that by including material from all areas in the exhibition they are able to help to surprise people about their local area. The very local nature of the material is its strongest tool in connecting people to Manchester. For example the street directory which shows information on every street is particularly powerful in making connections.

Many of the outreach programmes were designed to highlight the connections people have to the collections and/or Manchester. This was particularly strong in the work that was done with migrant or refugee groups. During these sessions participants were shown connections to their own cultures or situations.

*"I am proud to see my family documented in the history of Manchester, and that my father was the first person to bring Sikhi to Manchester. Waheguru je khalsa, wahegru je ke fateh!!"*

*"When we show people things about their local community they always smile, they talk really positively; it makes them feel it has value."* Staff interview

*"The archives section is amazing. The technology really brings it all to life and I really loved watching the old footage of King George V opening Central Library"*



**deborah  
parker**  
([@cinemasina](#))

[22/03/2014 15:03](#)

Fantastic exploring new Central Library [@archivesplus](#) and new [@NWfilmarchive](#) [@BFI](#) Mediatheque. Lovely new archive playground! [#Manchester](#)

Activities were also designed to include frequent opportunities for groups and individuals to contribute and create their own responses. This was through the community exhibition, the volunteering programme and activities where people designed and shaped projects but also on an individual basis at events where arts and creative practices were used for people to respond to e.g umbrella doodles where they created their own “Manchester scapes”. These programmes and activities recorded high levels of feelings of self-achievement and pride in being involved.

*“I love being listened to for a change”* Participant.

*“Through sharing their thoughts and ideas and providing content to our exhibitions the students gained a sense of ownership of Central Library.”* Participant.

### 3.3 IMPACT ON THE HERITAGE

As described above, seeing the Archives+ exhibition has led several groups to deposit and donate collections with the service. This means that more archives are preserved, available and accessible.

**Evidence:** A representative from the Moss Side Festival visited the Archives+ exhibition and complained that the carnival was not included in the exhibition. Archives+ staff were able to explain that the collections did not contain suitable items on the carnival and to ask if any archive material could be deposited. The festival deposited material and within 2 weeks there was a section on the Moss Side Festival within the exhibition.

Similarly, the service had been trying for several years to support the Armenian Church in preserving their archives, without success. A representative from the church visited the Archives+ exhibition and complained that they weren’t covered in the exhibitions. Again the team was able to explain that they did not have suitable material and this resulted in the development of a relationship to ensure the preservation of the material.



## 3.4 IMPACT ON THE ARCHIVE SERVICES AND THEIR RESILIENCE



### Increased the number of people engaging with the services and diversified the profile of archive users

These achievements by the project are unusual for archive services, which are suffering from reduced numbers of onsite visitors and remain mainly used by a narrow section of society (white, over 55 years old)

To compare audiences for archives we compared data from Archives+ with the national Survey of Visitors to British Archives 2016 to understand more.

## Ethnicity

A comparison of ethnicity stated by visitors indicates a marked increase in diversity of users compared to the national picture for archive services.

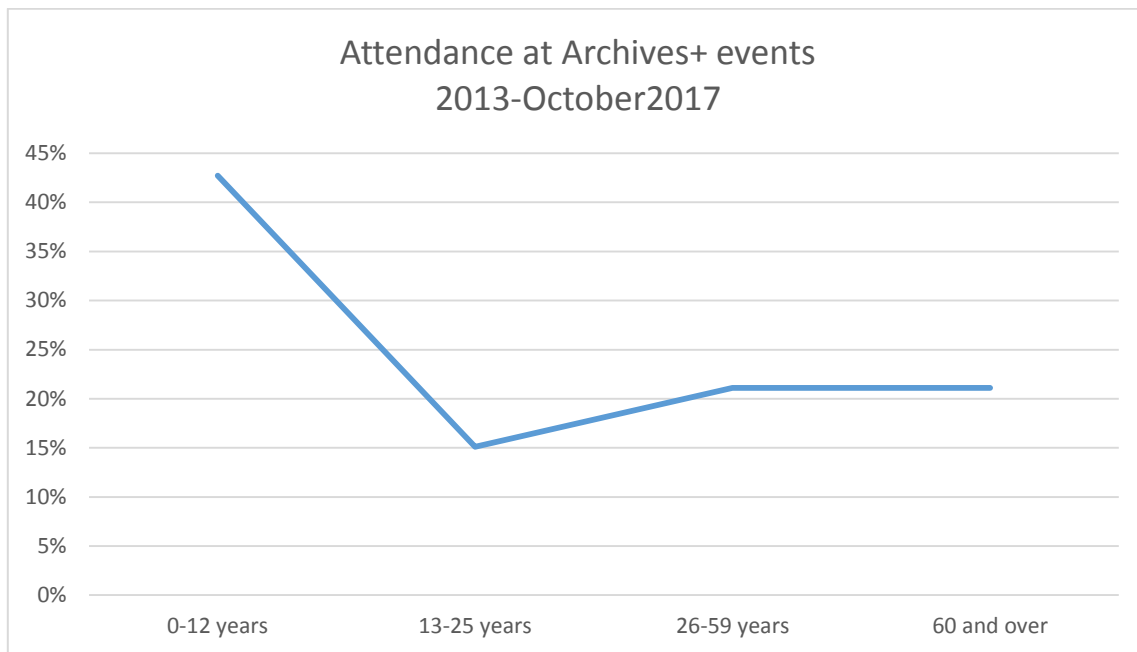
How would you describe your ethnicity?	Viewpoint 2016 <sup>4</sup>	Survey of visitors to British Archives results 2016
White / White British	67.09%	97%
Jewish / Jewish British	3.8%	N/A
Asian / Asian British	7.59%	1%
Black / African / Caribbean / Black British	3.8%	0%
Other ethnic group	3.16%	1%
Prefer not to say	14.56%	N/A

## Age profile

A comparison of the age profile of visitors to British Archive Services nationally and the attendance at events and programmes by Archives+ show a major difference in demographic. Nationally the users of archive services peak at 45-74 years old, with sharp drops to other age groups and very few young people and children. In contrast, the peak age of people attending Archives+ is the under 12 age group, with the remaining age groups all attending in similar numbers.



<sup>4</sup> Viewpoint was situated in Shakespeare Hall at the entrance to the library and Archives+. Not every person entering that hall will visit Archives+ but it should give a good indicator of those that do.



### **Raised the profile of archives in Manchester and beyond**

A position at the main entrance of a rejuvenated Manchester Central Library, a high quality, high-tech exhibition and a comprehensive activity programme has resulted in a massive rise in the profile of archives and archive services in Manchester. Evaluation interviews and partner workshops have highlighted a rise in profile:

- Within the city
- To audiences
- Nationally within the archive sector and cultural sector
- Internally within the governing organisations or the individual archive services
- In communities and to non-city centre residents

This rise in profile has been particularly important for the Family History Society who through the family history helpdesk have been able to reach a non-member audience through 4,000 enquiries per annum. This is now a key means of audience development for the Society. They have also benefitted from closer relationship and joint activities with the partners.

*"We are reaching people we have not reached before."* Family History Society.

This rise in profile has enabled Archives+ to develop a reputation within the archives & library profession for innovation, audience development and engagement activities. Within governing bodies partners have been able to harness this improvement in profile to demonstrate the value of their archive services and become identified as an exemplar service. For some archive services, the partnership has reflected well on their parent bodies to the outside world. This has all led to an increase in the fundraising capabilities of the individual services, leading to increased resilience for the service.

### **Created a sense of place and a connection with Manchester**

*"We have given something back to Manchester and have highlighted Manchester far and wide"* Staff member.

Interviews with visitors, the responses on interactive postcards and comments demonstrate the role of the exhibition in particular in connecting people to Manchester. This connection is clear for visitors who learn about the city for the first time and residents who are surprised about new facts and information.

“[@Asbirdwood](#): Never felt more like a member of this city than walking into new library space.[pic.twitter.com/DRfKvJMAje](#)”  
[@archivesplus](#) packed!

*“Through the activities held by Archives, I have known this city deeper from all kinds of experience.”*  
 Volunteer

### Adding to the visitor experience

The visitor experience offered by Archives+ is dramatically improved from that provided previously. Spaces are bright, welcoming and easily accessible and the co-location of archive services makes the research process easier. The main exhibition has been a key tool in providing an improved visitor experience for those new to archives who can often find their first visit intimidating. Staff report that users are regularly exploring archives in the exhibition before making their research enquiry.

Archives+ and its exhibition has contributed strongly to the success of the Manchester Central Library, by improving the visitor experience in the library. The archive touchtables in the café have created a unique café environment for the library and the digital displays have helped to give the library an overall modern, high-tech feel.

### Providing archive services with new and different ways to connect with people

The exhibition and activity programme has provided the partners organisations with numerous new ways to reach out and connect with people. Archive services can now share information about archives via the exhibition; social media; Archives+ website; events; café tables; community exhibitions; volunteering; schools programme; large scale events; joint events and programmes.

One example is the handling table (photograph adjacent) within the exhibition which is used to bring collections directly to visitors supported by staff enabling direct interaction.



### Increased the sustainability of the services

The Archives+ project has increased the sustainability of the partner services through both the co-location of services and through the Activity programme itself. The co-location of services has led to economies of scale, even though being in a location which is not managed by your governing body

has not been without its difficulties. The partners report an increased sharing of skills, an exchange of knowledge through the partnership and co-location and this is on a formal and an informal basis. The skills of the volunteers of the Family History Society have been invaluable in supporting researchers and have helped to sustain the services. Finally the partners have all reported increases in the ability to fundraise as a result of the rise in their visibility and in being part of Archives+ and located in the successful Manchester Central Library.

#### **Developing the partnership of archive services**

Developing the partnership has not been straightforward for all partners and it won't be straightforward to maintain it. Initially some partners saw the partnership as almost combining services in all areas, but the partnership has evolved to enable the retention of individual identities as well as retaining individual programmes of work and activities. The Activity programme has been key to bringing the partners together and enabling them to explore the role of the partnership.

### **3.5 AREAS WHERE THE IMPACT OF THE PROJECT WAS NOT AS EXPECTED**

#### **Website**

Archives+ created a website to showcase the collections, provide interactivity and a source of learning resources. Feedback from the Archives+ partners in the end of project interviews stated that they felt the website was perhaps one of the less successful areas of the project. They felt it was an area that was not as dynamic as the other activities and one that they felt less connected to.

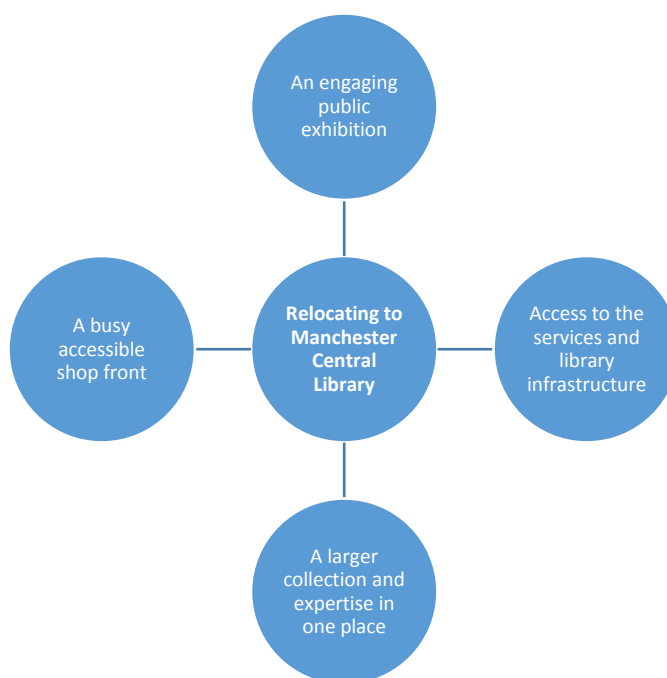
## 4 REASONS FOR IMPACTS/CRITICAL SUCCESS FACTORS

Archives+ is clearly different from other archive services and as a result of this we have considered which factors influenced the success of the project and whether lessons could be learned by other archive services.

There were 6 key factors which were critical to the project's success:

7. Relocating the archives to Manchester Central Library
8. Use of digital technologies
9. Placing the users interests and needs are at the heart of the service design
10. A greater range of entry points and changing how people connect with archives
11. An outward facing proactive approach to service delivery
12. Strong leadership, vision, shared ethos, passionate skilled staff

### 4.1 RELOCATING THE ARCHIVE PARTNERS TO MANCHESTER CENTRAL LIBRARY



Relocating the archive collections, services and staff to the new Central Library in Manchester's City Centre has brought multiple benefits.

#### **A Busy Accessible Public Shop Front**

The central library has enabled the archive services to have a busy public shop front more easily accessed by users in a central City Centre location accessible by foot and public transport. Previously the services of the partners were held in a variety of locations, anyone wishing to access all the services would have to travel around to different locations.

Archives+ was designed to provide highly accessible "Shop Fronts" attractive and easily accessed by visitors and passers-by. Many of the services didn't have these "open public areas before" e.g. The

Manchester and Lancashire Family History Society was previously available to members only and now have a regular help desk in the library. North West Film Archive have screening pods to view films, previously, although there was the option to view films this was not as visible to the public as it is now.

### **The physical shared location in the library has enabled partnership working**

Users wishing to explore topics and themes across collections can easily access the material they need in the one place whether it is a film, a local studies archive or specialist piece from the Race Relations archive.

The ability to access the shared collections of each of the partners in the one building not only makes access easier for the public but it has enabled the partners to work together. Staff can carry out research on a wider range of material. Face to face contact between partner staff and volunteers means expertise can easily be shared.

### **Partners shared access to the services of the library/integrating archives services with the library**

Archive partners have been able to access the facilities within the central library building. During interview partners noted the importance of being able to access wider library training, equipment and services such as the performance space.

In particular integrating the Archives+ events programme and the school programme into the work of Central library and community libraries has helped the project to reach a larger and more diverse audience.

### **A very public, user friendly and engaging exhibition**

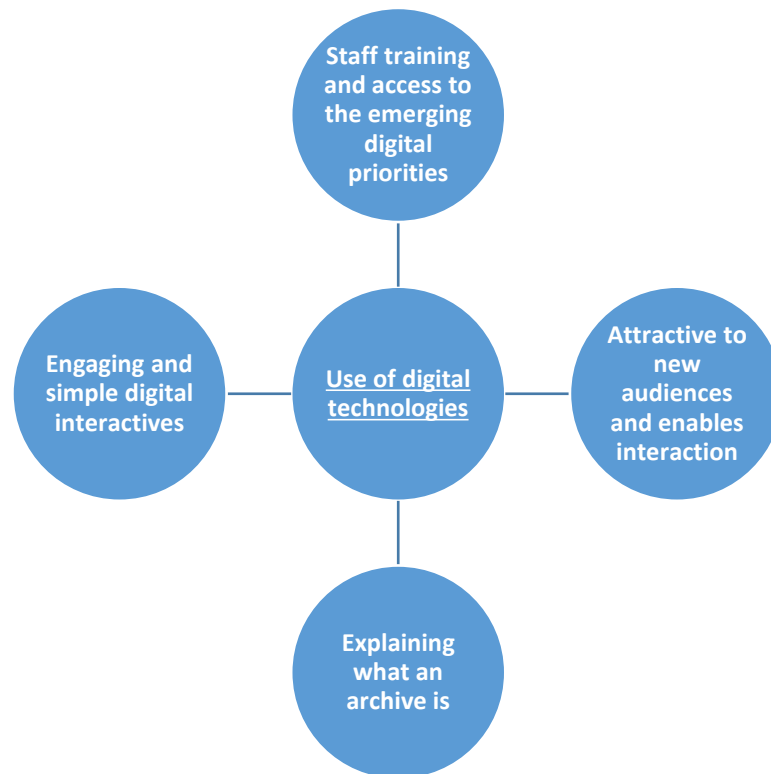
The Archives+ exhibition is located very near to the library main entrance and is a thoroughfare to other parts of the building. As such it receives a large passing trade as people walk through it to access the café and other library services.

It is designed so that people can easily browse and dip into the areas or experience the whole exhibition.

Its flexibility has meant that staff can easily programme the displays so that they highlight topics that may be relevant to events in the library eg. Showcasing Chinese archives in the virtual stack that link to the Chinese new year celebrations. This draws in visitors to engage with relevant archives when they are attending events.

Interviews with visitors to the exhibition showed a high proportion of people visiting for other purposes.

## 4.2 USE OF DIGITAL TECHNOLOGIES INCREASED ACCESSIBILITY



Digital technology has remained a strong focus throughout the project. It is a primary interface within the main public exhibition and the events and outreach programme have used it extensively. The project has had a range of online interfaces to enable greater access.

### **Engaging and simple digital interactives attracted visitors to browse the collections**

Digital interfaces within the exhibition were designed to make it easy for the visitor to browse topics within the collection. These interfaces were not only simple to use but presented in an engaging way which successfully attracted passers by and visitors to the exhibition to them. These exhibits included “The Virtual Stack”, a large touchscreen wall of archive files; “Virtual Post Card Centre” an email interactive which the public could send an archive postcard; “Local Area Search” visitors could search information about local schools and streets. The devices which were most easy to use and understand were the most successful. The oculus exhibit which is one of the more complex exhibits was designed to enable multiple users to interact and had the capacity to include live information has shown to be less popular with visitors.

### **Digital displays have helped explain what an archive is.**

Staff and partner interviews revealed that the digital archives in the exhibition have been a very useful tool in explaining what an archive is. The ability to show a wide range of material quickly offers people a very easy introduction to collections and work of an archive service. Staff reported that this can help people understand the value of depositing material so that it can be cared for and then shared and as such has resulted in an increase in deposits.



**Digital technology to attract new audiences and enable interaction**

The events and outreach programme used digital technology extensively to attract new audiences and facilitate interactivity between audiences and the collections. This was a particular focus of the young people's programme. The project used: Green screen technology, Stop Motion animation "Animate It", Sprout PC, I pads.

*"Young People would choose an Ipad before they would choose pen and paper. I don't do written work with young people I always use some piece of IT."*

**Staff training and access to the emerging digital priorities of the library were key to the digital success.**

Archives+ staff were able to participate in the digital training provided by the library. Skills and confidence of staff in digital work meant it could be integrated into their work. As the library have developed their digital interfaces e.g. through library "code clubs"., then Archives+ has tapped into this.

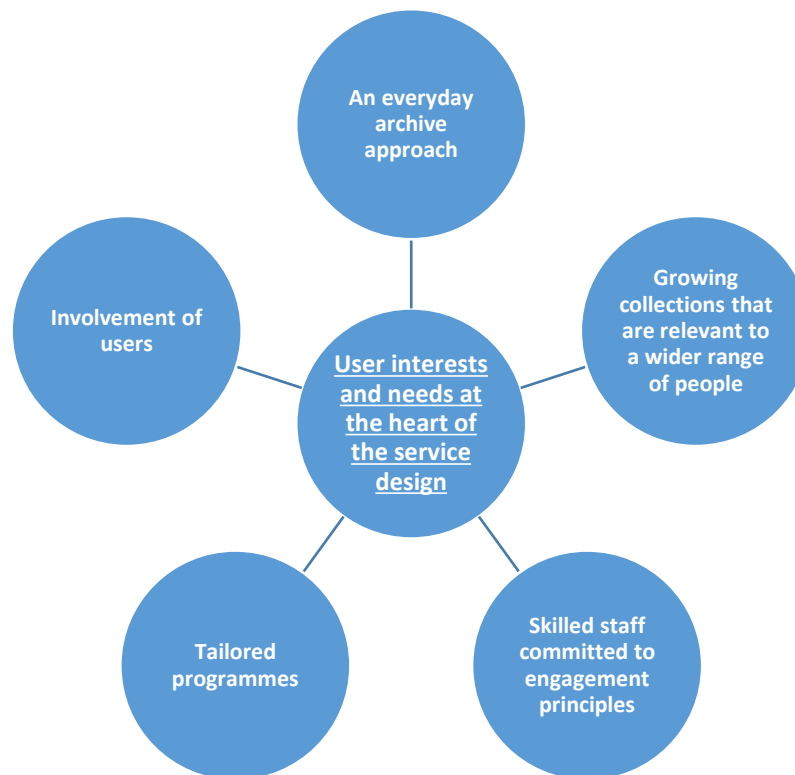
*"It is best to use equipment that people have so they can recreate it at home",*

*"Whatever digital opportunities we can, we must grasp"*

**Website**

During the final interviews with partners it was noted that partners felt that they have put less time and resources into the website and that this may have been one of the reasons for it being less successful. In addition, the partner's main online focus is their own website as this is where their online access to collections lies. The website was less "interactive" than other areas of the project and in the later part of the project the website was updated less and the news and events section holding information more than 12 months out of date. User generated content was driven more through social media and other platforms.

**4.3 USER INTERESTS AND NEEDS ARE AT THE HEART OF THE SERVICE DESIGN**



Throughout the project, programmes have been developed with target audiences needs and interests in mind. Partners have actively sought to find “connection points” with people, groups and communities. This has been developed in a number of ways including: identification of relevant topics within the collections to a particular group; the use of digital technology for young people; outreach to events and places where people congregate; relevant activities for an interest group e.g. theatre, storytelling.

*“My method is finding what they find interesting and developing bespoke activities. Might be music, might be digital, might be creative”.*

*“When I advertise I focus on what they will gain from the project and not necessarily focus that there are archives”.*

### **An everyday archive approach**

Archives+ actively sought to find ways in which to connect archives with people’s everyday lives. The focus and one of the original principles of the project was to connect with people, even if that connection was quite fleeting and did not lead to active research by individuals.

This can be seen initially in the exhibition, which is blended into the café area. Visitors to the café will walk through the exhibition and then within the café itself digital tables have archive images projected on them. Similarly, social media streams connect to topics happening on that day and make a link to the archive collection. Another example of these fleeting connections with archives is the use of archive collections “as wallpaper” within the central library events programme through the Green screen activities. Archives+ staff have remained committed to this approach.

### **Involvement of users in the development of collections, interpretation and resources**

Archives+ has involved people in the development of the services and programmes from the development stage of the project and this work and ethos has continued to be strong throughout the life of the project.

The main methodology for this was through the community exhibition which has been used extensively by groups and in partnership with groups. Projects have been devised in partnership with groups whereby people have designed the projects and activities.

### **Growing collections that are relevant to a wider range of people**

The exhibition and programmes of the project has led to increased donations of archives to the partner collections. The Archives+ project has therefore developed the collections of the partners and created more links with a wider range of audiences. This has become self-perpetuating as the connections with communities leads to more deposits and donations of archive collections and therefore wider links with these communities can be achieved.

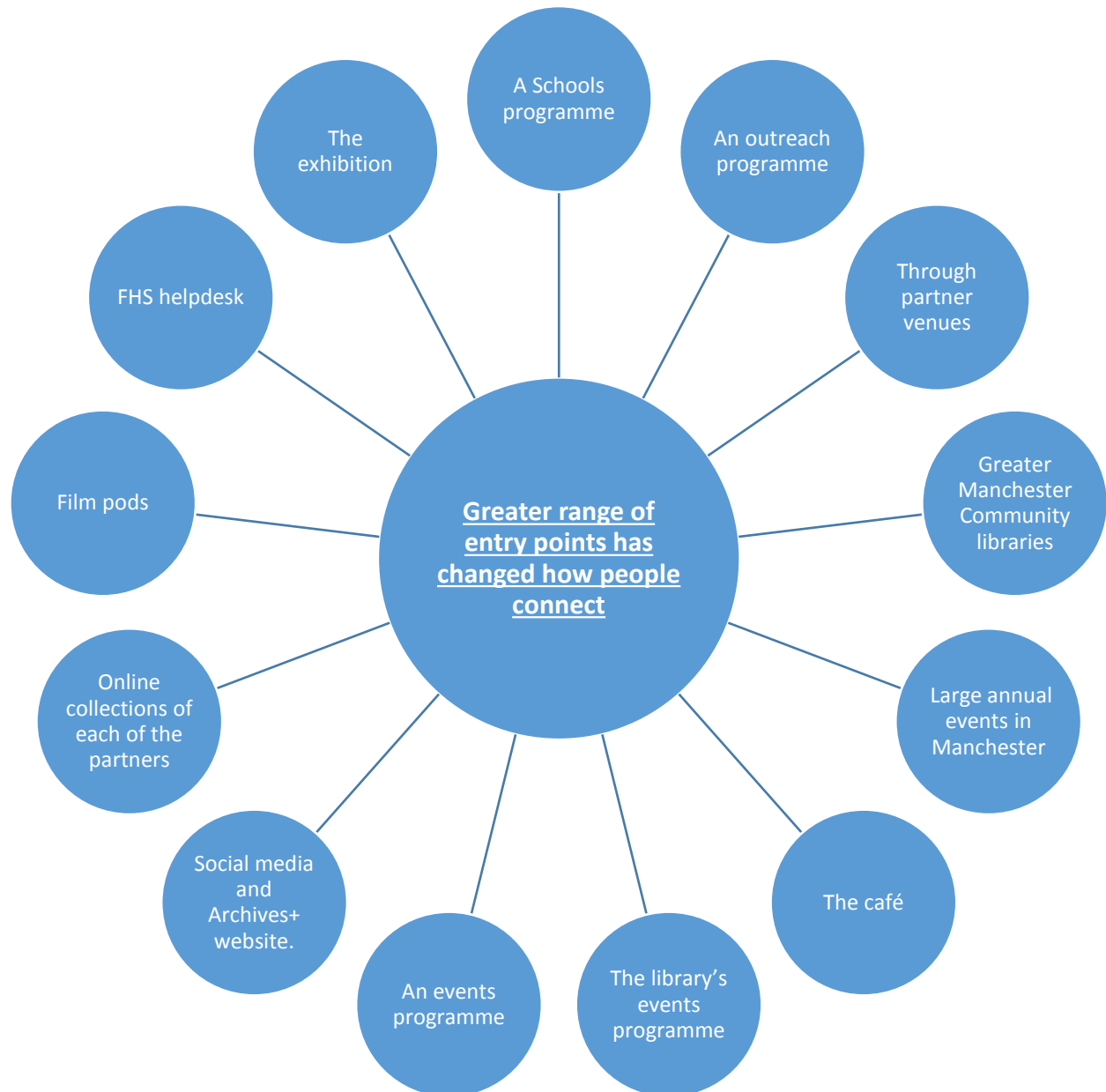
### **Tailored programmes focussed on the needs, interests and motivation of users**

The activities within the original activity plan were developed according to the motivations of the groups involved and tailored to what they wanted to get out of the programme. This led to high levels of satisfaction from audiences and a wide range of outcomes. By successfully selecting engagement methods which were appropriate to the interests of a particular group, the project has maximised its impact. The range of engagement methods have been diverse incorporating digital activities, music, art, drama, with the use of creative approaches the most prevalent.

### **Skilled staff committed to engagement principles**

The Archives+ project employed three staff posts to deliver the activity plan. These staff have been instrumental in not only enabling work to happen across the Archives+ partnership but in delivering meaningful engagement with a wide range of audiences. Evaluation interviews and the review of case studies have demonstrated a passion and commitment for work with high impact. The project now needs to plan for the future and this is a concern of the project partners who have expressed concern about the sustainability of the work and effectiveness of the partnership without the staff being in post.

## 4.4 A GREATER RANGE OF ENTRY POINTS HAS CHANGED HOW PEOPLE CONNECT WITH ARCHIVES

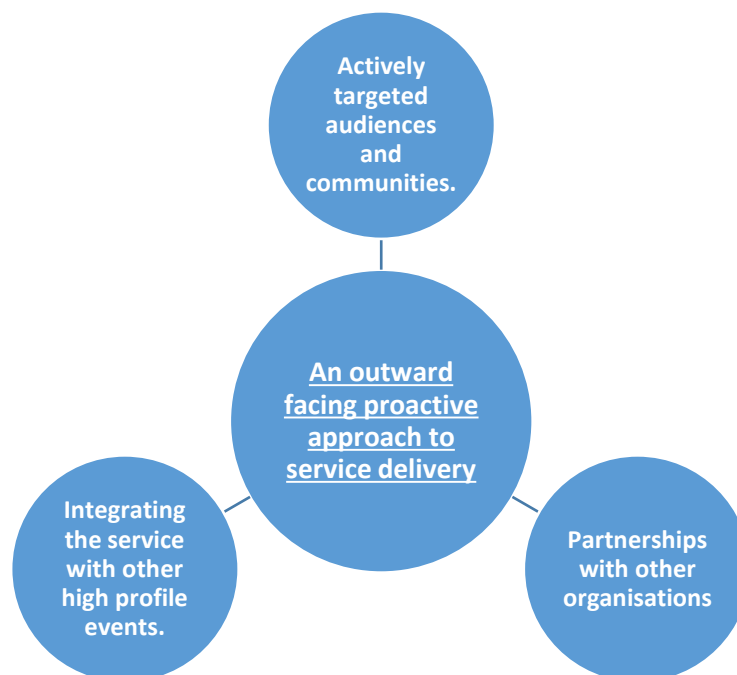


Compared to the previous services, Archives+ delivered a much greater range of entry points/interfaces with archives and provided entry points which were most relevant to them.

Although the number of different entry points was not a target for Archives+ , it is the diversity of these points which has resulted in the change of profile of users and a rise in the number of people who have interacted with the services. People are now able to access the collections through:

1. The exhibition
2. A Schools programme in schools and In the Central Library
3. An outreach programme
4. Through community libraries across Greater Manchester
5. Through partner venues e.g. museums and other visitor attractions
6. Family History Society helpdesk
7. A help desk
8. Film pods
9. Online collections of each of the partners
10. Social media and Archives+ website.
11. An events programme
12. Links within the library's events programme
13. The café
14. A presence at large annual events in Manchester and Greater Manchester such as Chinese New Year, Manchester Mela.

#### 4.5 AN OUTWARD FACING PROACTIVE APPROACH TO SERVICE DELIVERY



**Partnerships with other organisations have provided a route to audiences and raised the profile of Archives+ and the partners.**

The Archives+ project has worked in partnership with an extensive and diverse range of partners over the lifetime of the project. In the early years the project initiated these partnerships but as its reputation grew it is now approached by external partners being viewed as a key delivery agent

across Greater Manchester. These external partners have enabled the service to reach a diverse range of audience and communities, build confidence and skills within the partners in working with different audiences, expand the collections and raised the profile of archive collections and Archives+.

### **The service has actively targeted audiences and communities.**

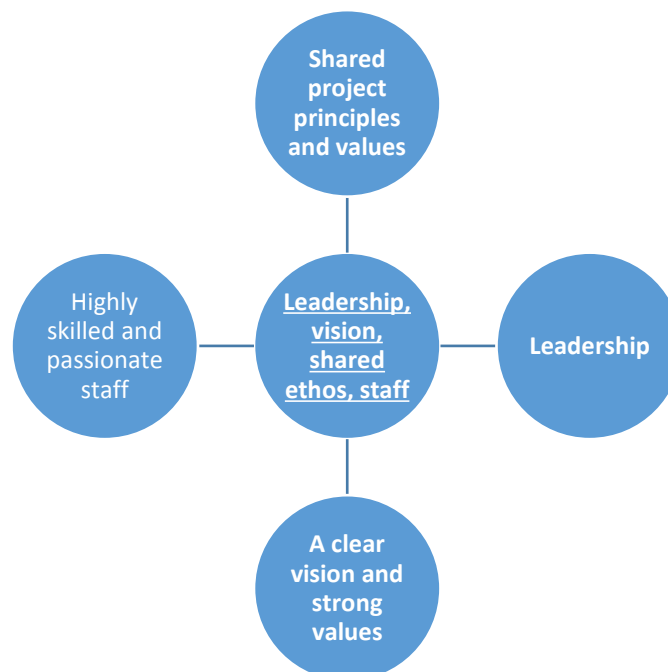
The project and the partners have delivered an extensive programme of activities targeted at specific audiences and communities. From the very start of the programme they had a clear understanding of who was using their services, who they wanted to target and why. The approach to audiences has been linked to the wider strategies of the Manchester Central Library and as such has worked with “place based communities” across Greater Manchester.

Evaluation has shown that the outreach and schools programme has then led to visitors coming to the Central Library to participate in activities, contribute collections, view the exhibitions.

### **Integrating the service with other high profile events and activities across the city.**

The service has become a regular partner in a wide range of high profile public events such as Manchester Pride, Manchester Science Festival, Manchester Mela, Manchester Histories Festival, Chinese New year, Black History Month. Participation in these events has reached large numbers of more diverse audiences and raised the profile of archives and Archives+.

## 4.6 LEADERSHIP AND VISION AND SHARED ETHOS



### **A clear vision and strong values**

A clear vision and project values have remained constant throughout the project. From its very conception the project steering group and partners have been committed to widening participation and increasing archive audiences. They wanted to change the way in which users interacted with

their services. They wanted to be more relevant to people, to facilitate interaction and the involvement of users in the service. The use of digital technology has been central to their approach. Evaluation interviews and focus groups with staff and partner organisations have demonstrated a consistent understanding of the project's visions and ethos.

### **Shared project principles and values**

The project developed a set of principles, although evaluation interviews with project staff and partners showed that the exact wording of principles was not used at the end of the project, their sentiment had remained strong. These are now viewed as "business as usual" rather than something to be aspired to

### **Leadership**

The project has been led and managed by 3 different people since its concept, however evaluation interviews have demonstrated that the vision for the project has transferred amongst those people. Focus groups discussions and interviews with project partners have also demonstrated clarity in project ethos. Although the partners have different governing bodies and priorities in the main their aspirations have been shared. The link to the values of the Central Library and its commitment to widening participation, technology and relevance have helped guide the project.

### **Highly skilled and passionate staff**

The project employed specialist staff to deliver the main public engagement aspects of the project. Throughout the evaluation process feedback from visitors, participants and partners has praised their work and singled out their contribution as a main factor for the project's success. Evaluation interviews with the staff team have shown a clear and consistent understanding of the projects aims and ethos, with a particular drive to ensure the project benefitted people.

## **5 LESSONS FOR ARCHIVES+**

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This report outlines a number of clear lessons for the Archives+ partnership which we summarise here:

8. The Archives+ principles and ways of working have been successful in achieving the project's aims. To maintain this success the partnership need to consider how it will maintain these principles and ethos.
9. Placing the audience at the heart of exhibition, service and programme design has been highly successful for the project. Archives+ needs to continue to design its activities around the needs of the audience. To achieve this it needs to consider how it will continue to talk to audiences and respond.
10. Archives+ is part of a much bigger building and organisation, but its distinctiveness is its collections and stories. The partnership need to talk about how it ensures that it does not lose what makes the space and the programme distinct from the rest of the library.
11. As the exhibition becomes an established part of the library offer temporary exhibitions are slipping into the space. This damages the original interpretation plan and could result in a less impactful exhibition. The Archives+ partnership should ensure that it keeps to the original exhibition design philosophy to ensure the best outcomes for visitors.

12. The Partnership needs work to maintain these results and it needs to consider its future plans. How should the Archives+ partnership develop? How is it best to work together and in what areas is it best to work as individual services?
13. The only area where the partnership has underachieved is in the website and online environment. As this is most popular user environment for archives there is great potential for Archives+ to develop its offer further and to bring these users closer to archives and stories. How could this be used to further interactivity with users and to engage target audiences?
14. Although the exhibition and programmes were designed to support a range of levels of engagement with archives they haven't always encouraged deeper use of collections. Reading room user numbers are steady but how could Archives+ use the exhibition to draw people into deeper exploration of the collections, if that is what they want, without dissuading those seeking a fleeting engagement?

*"I think the exhibition should have a place where people can search and not just browse. Create more info in one spot."* Staff member

## 6 LESSONS FOR OTHER ARCHIVE SERVICES

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### 6.1 COMPARISON BETWEEN ARCHIVES+ AND OTHER LOCAL ARCHIVE SERVICES

Archives+ has led the way among archive services in seeking new ways to engaged audiences, but how far is it unique? Comparison between archive services and even between local authority archive services is difficult as there are many differences in offers to users, environment and location. Some archive services stand alone in dedicated buildings (e.g. London Metropolitan Archives, Warwickshire), while others are in shared buildings (e.g. Birmingham and The Hive, Worcestershire). Most archive services provide engagement with archives only through a research facility, with occasional learning activities and exhibition. Few services have regular, comprehensive engagement programmes. Finally, few archive services have large scale, permanent, exhibitions (e.g. The National Archives) and none have the type of flexible, digital, interactive exhibitions of Archives+.

Recognising that the public offer at Archives+ is different than other archive services, what impact does that have on it's outputs in comparison with other archive services? We have already shown above that Archives+ has more diverse audience in terms of age and ethnicity than most other UK archive services, but what about performance in other areas?

Using the CIPFA Archive Service Statistics 2015/16 we can see how Archives+ performs nationally against other local authority archive services:

- Archives+ is 6<sup>th</sup> in the annual number of volunteer hours, a measure which varies widely amongst services.
- The Service is open 60 hours per week, second highest in the country behind Liverpool and provides 150 spaces, behind Cumbria (across 4 sites) and London Metropolitan archives. (178 spaces)
- On the measure for "Total number of visitors of all kinds", Archives+ benefits from the large numbers using the Archives+ spaces, shop, cafe and activities, recording 1.4million visitors, with the nearest figure being 242,000 for the East Riding of Yorkshire, which is similarly situated with a museum and library.



- The numbers using “Archival resources for study” is lower at Archives+ than in similar archive services, for various reasons. As previously stated, this figure has been maintained at a steady level, whereas it is dropping in other archive services.
- Archives+ has the highest number (434) of learning events held in-house of any archive service in the UK.

There are some differences in methods of collecting these figures which don't make them infallible, but they provide strong indications of the differences between Archives+ and other archive services, differences which have arisen because of the Archives+ project. Archives+ is a markedly different archive service from most local archive services and one which is achieving highly.

## 6.2 LESSONS FOR OTHER ARCHIVE SERVICES

Since the opening of Archives+ there has been interest from across the UK and abroad in the project's techniques for building audiences for archives. Several new archive buildings are in development (including Staffordshire, Suffolk, Durham.) which have examined the audience development and engagement techniques used at Archives+. However, the Archives+ project was designed to meet the needs of a specific target audience and to capitalise on the specific opportunity presented by the redevelopment of Central Library. It would be difficult to transfer this exact programme and exhibition to another archive.

There are however, several lessons learnt from Archives+ which could be transferred to other services:

- Plan audience development by consulting with and responding to audience needs and interests.
- Services as small as archives should concentrate on working in partnership with larger organisations/events.
- Value all engagement with archives equally, however fleeting.
- Provide shop window(s) to your archives enabling people to explore collections easily without needing a search question.
- Design flexible, interpretative digital exhibitions for archives which can be easily updated.
- Don't copy the Archives+ model without similar research and recognition of the environment you are working in.

## CONCLUSION

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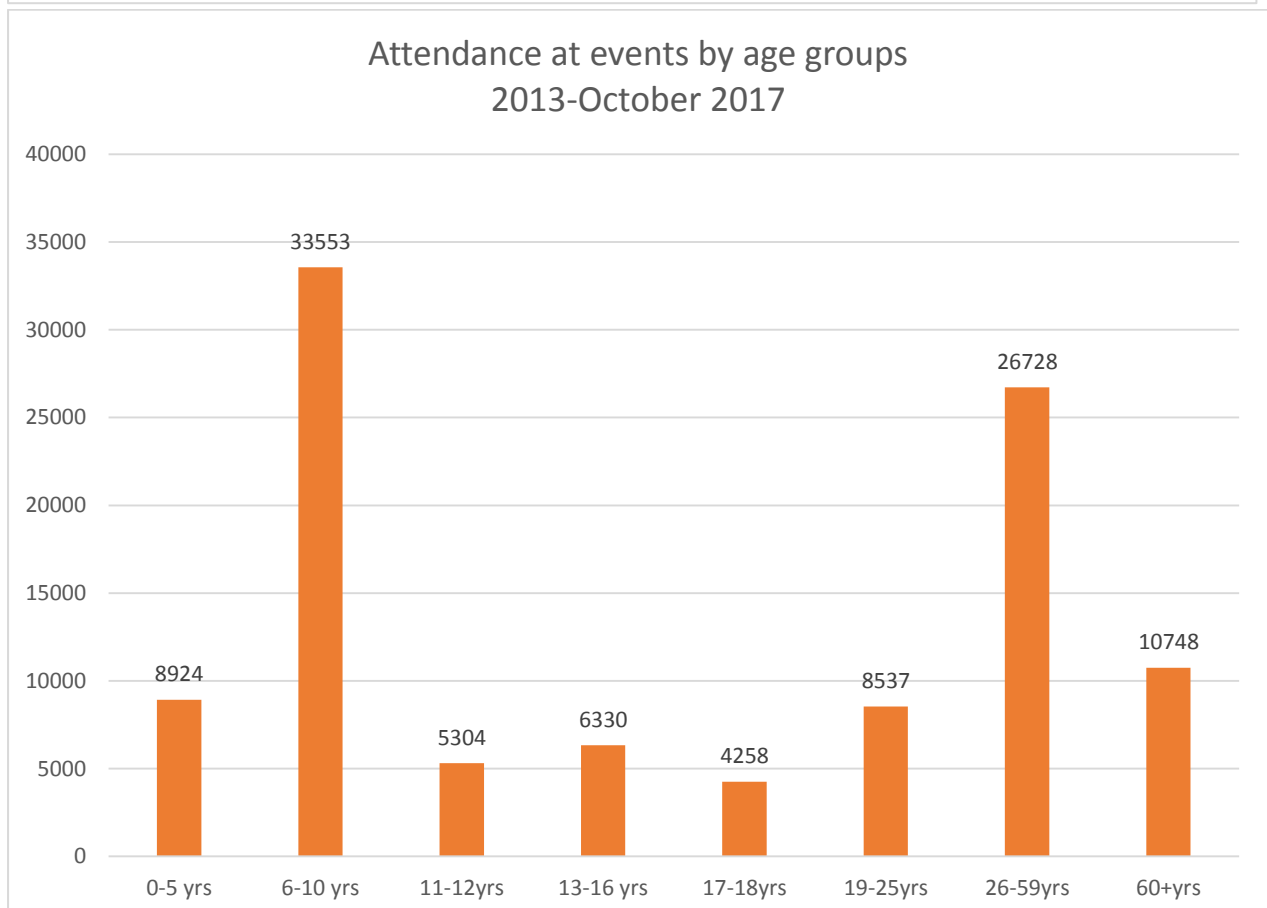
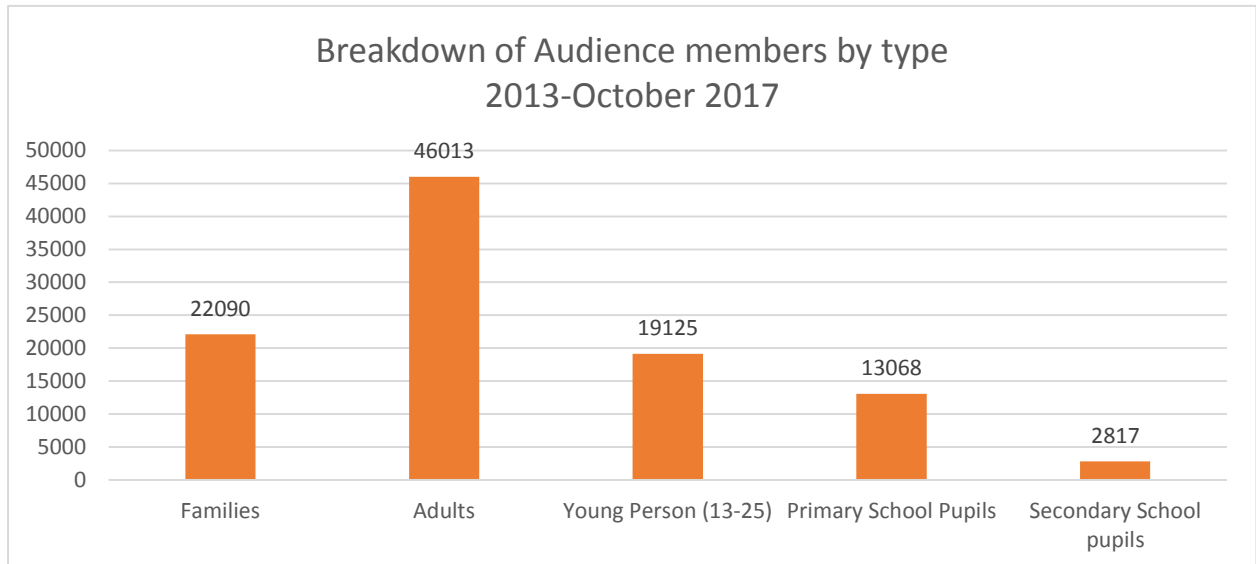
The Archives+ project sought to create a new type of archive service, one which has a different relationship with its audience, which reaches a larger and a different kind of audience and provides new ways to engage with archives. It has achieved this, beating targets comprehensively and increasing the resilience of its partner archive services. Through HLF and partner investment in audience development the project has raised the profile of the services with the public and internally.

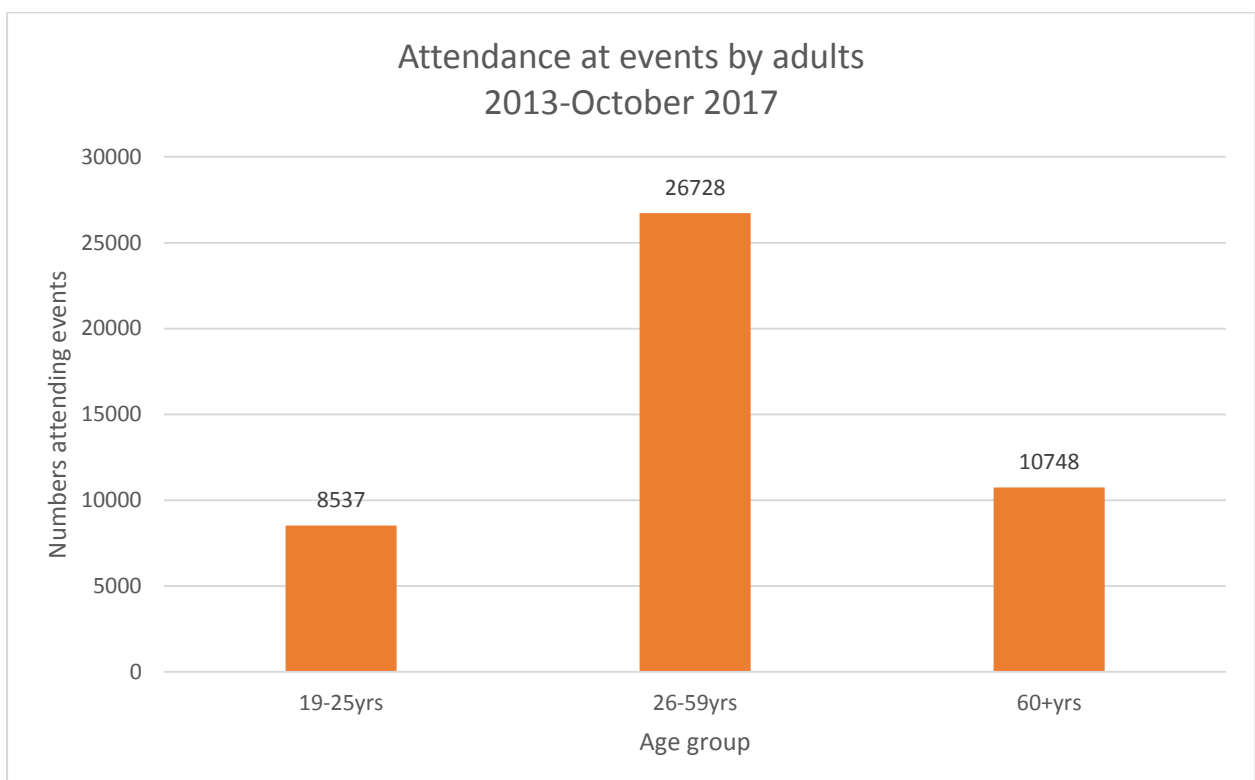
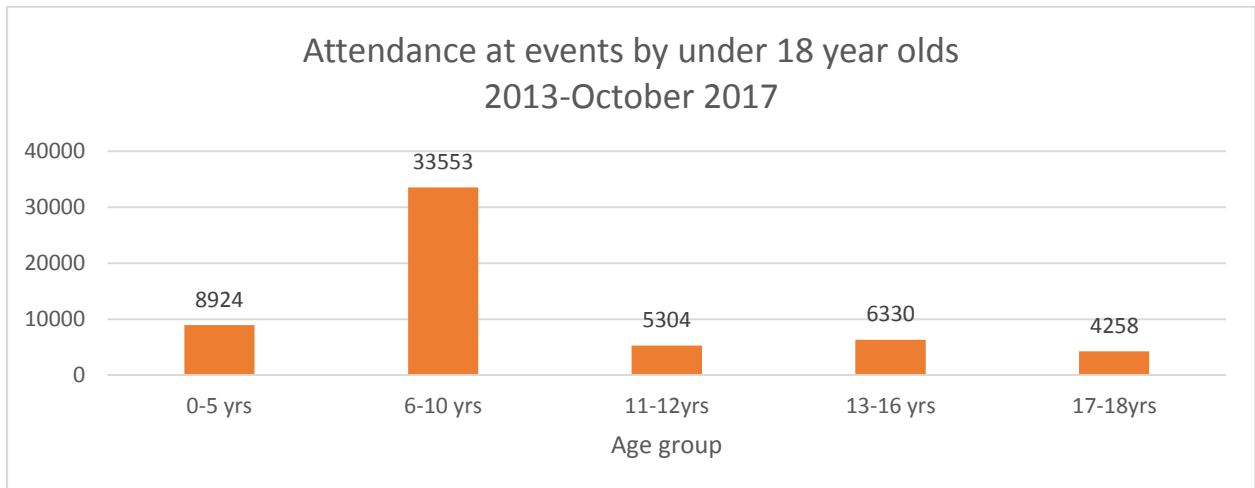
Archives+ now has a challenge to maintain this momentum and to continue this work without HLF support. It also has the potential to develop audiences further by developing its online services and develop online audiences comprehensively. The challenge for other archive services is to understand this project and to test whether the lessons learnt are transferable.

## APPENDICES

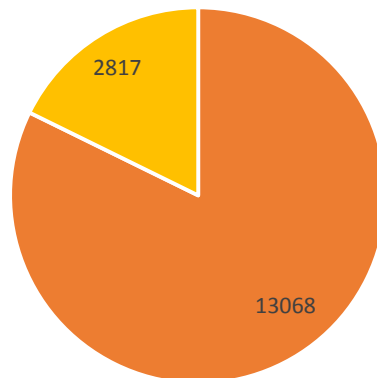
### APPENDIX 1 QUALITATIVE DATA

Project data 2013-2017



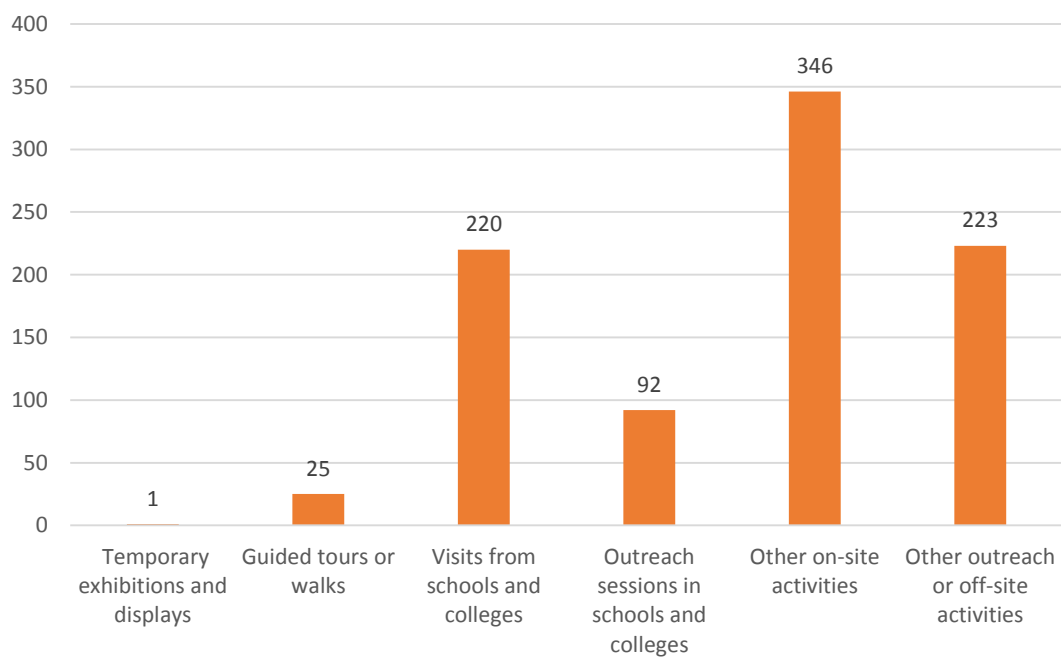


Pupils attending school events  
2013-October 2017

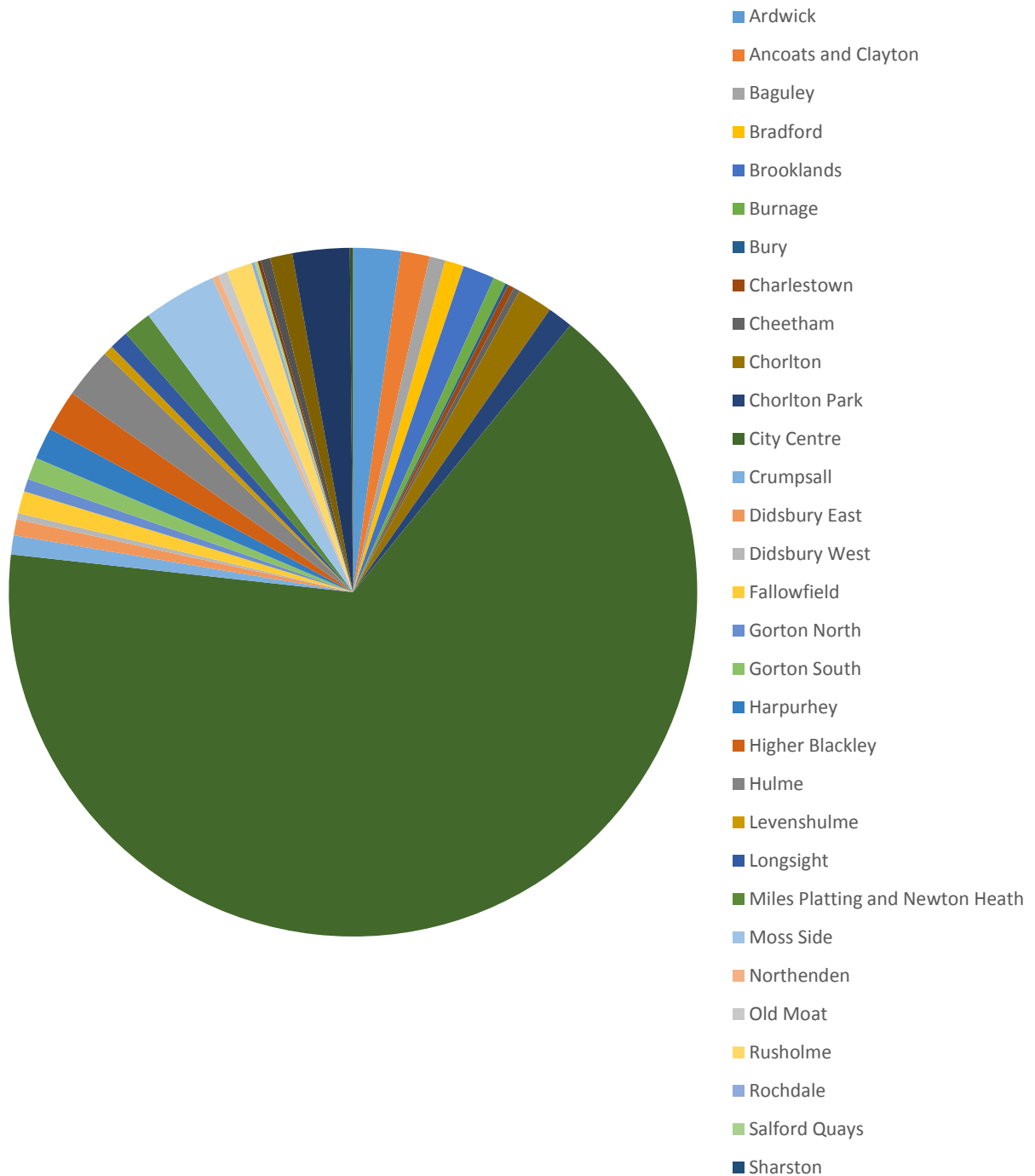


■ Total Primary pupil attendance    ■ Total Secondary pupil attendance

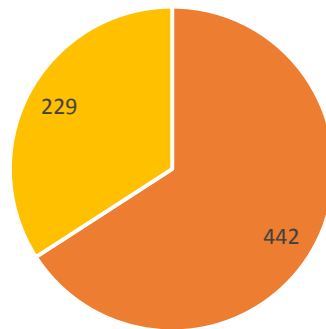
Types of events  
2013- October 2017



Location of venues for events 2013-October 2017



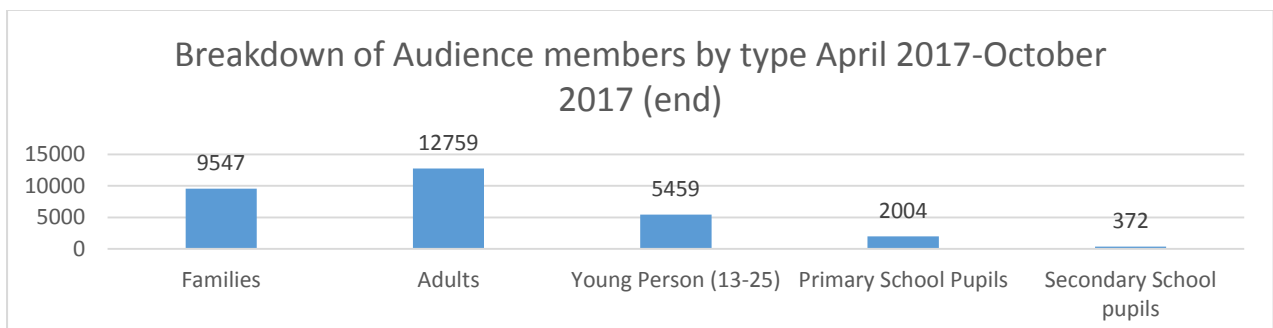
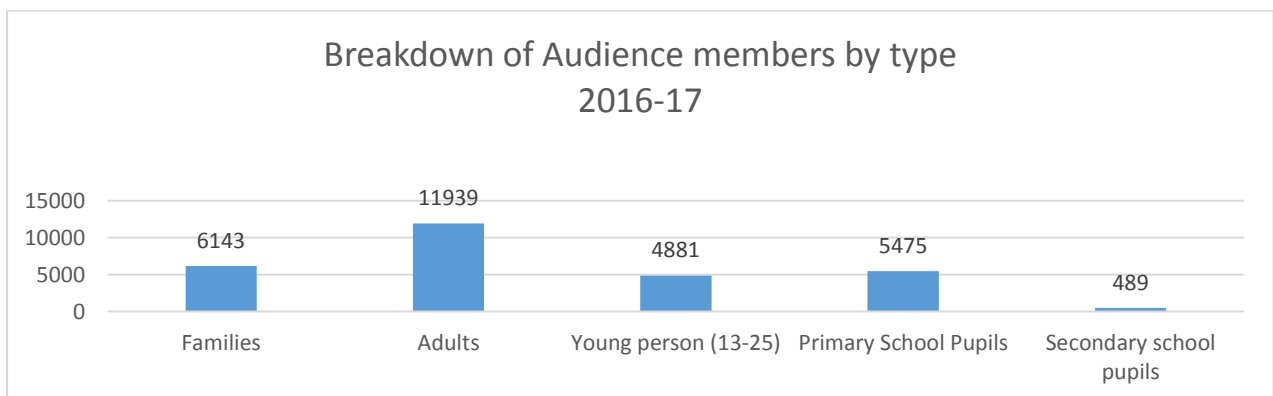
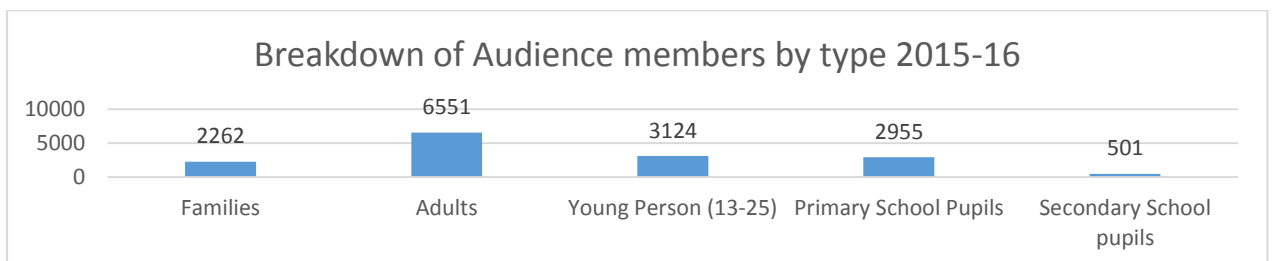
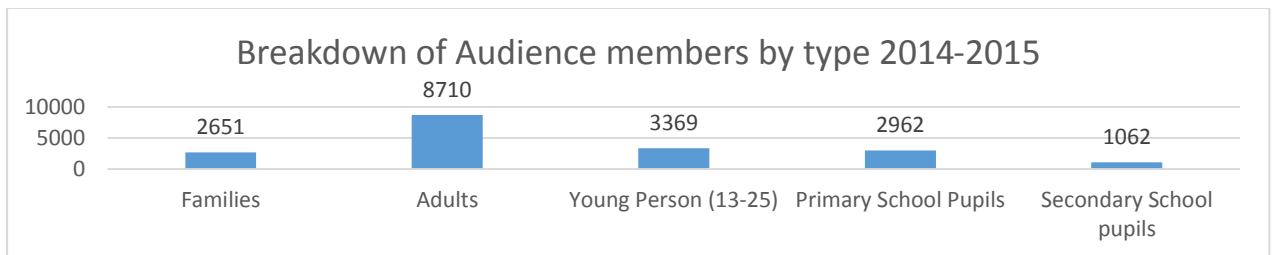
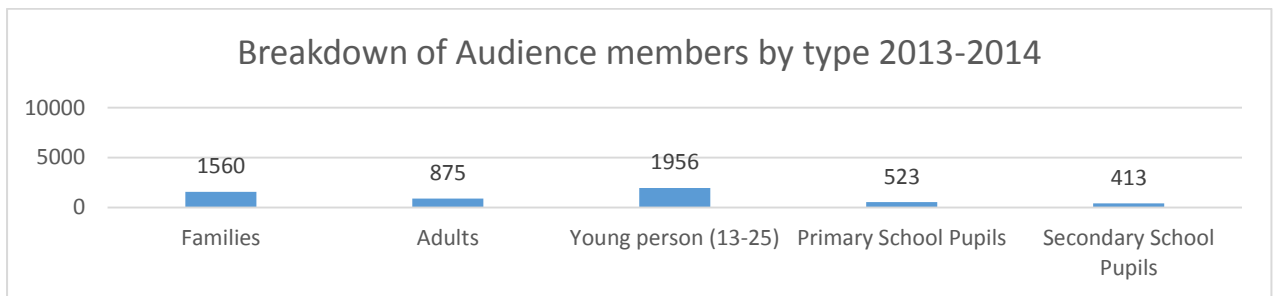
Location of Venues for events  
2013-October 2017



■ City centre venues    ■ Non-City centre Venues

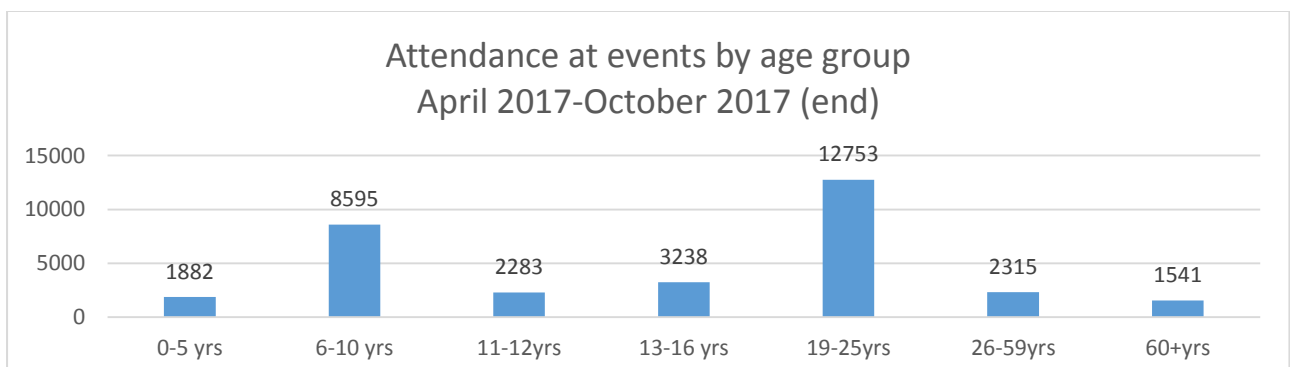
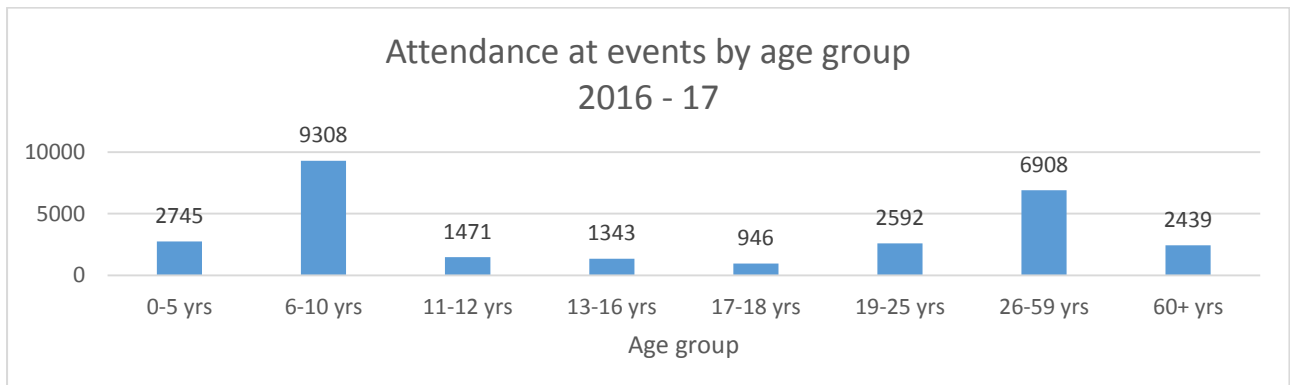
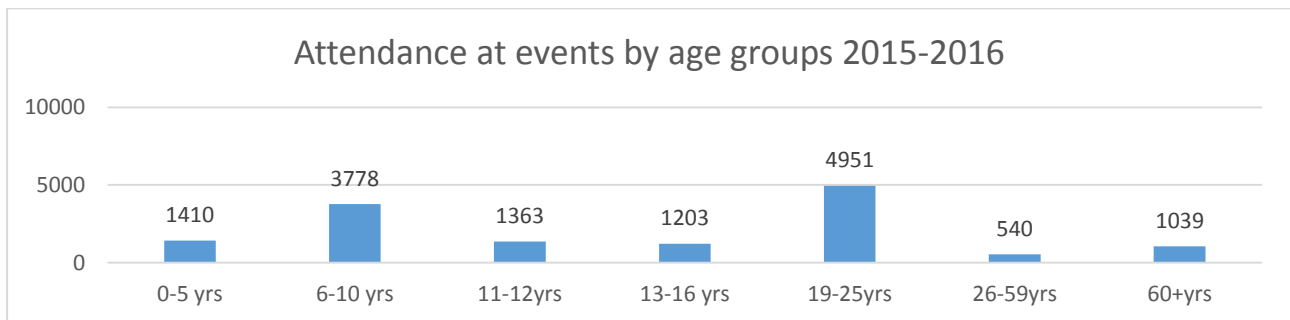
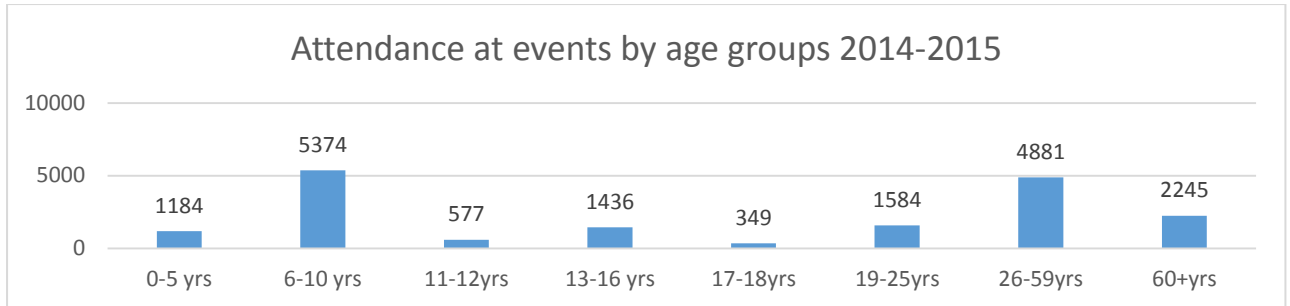
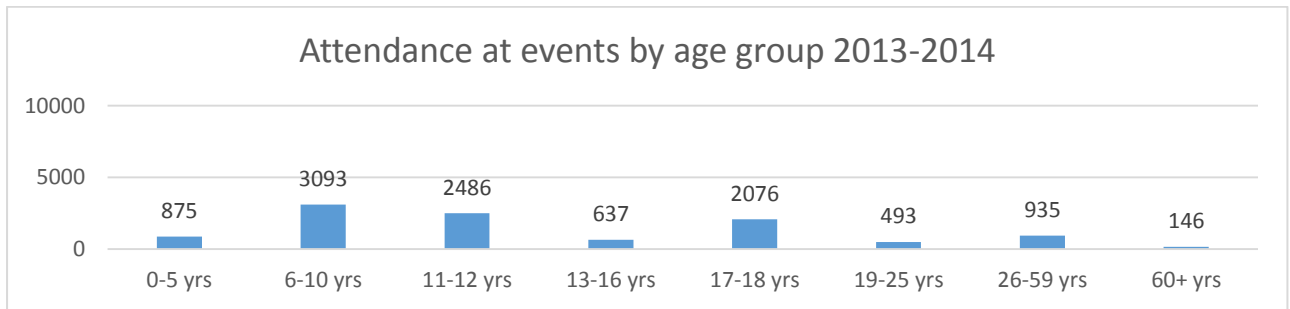
## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

## Breakdown of audience members by type



## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

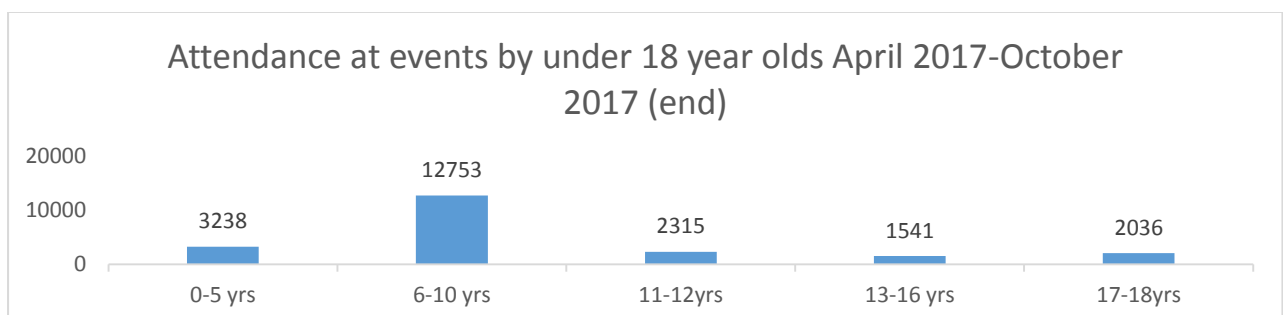
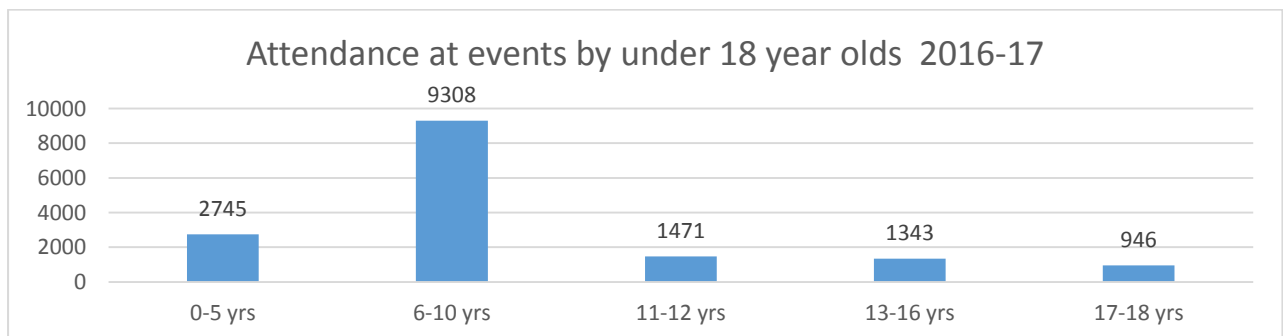
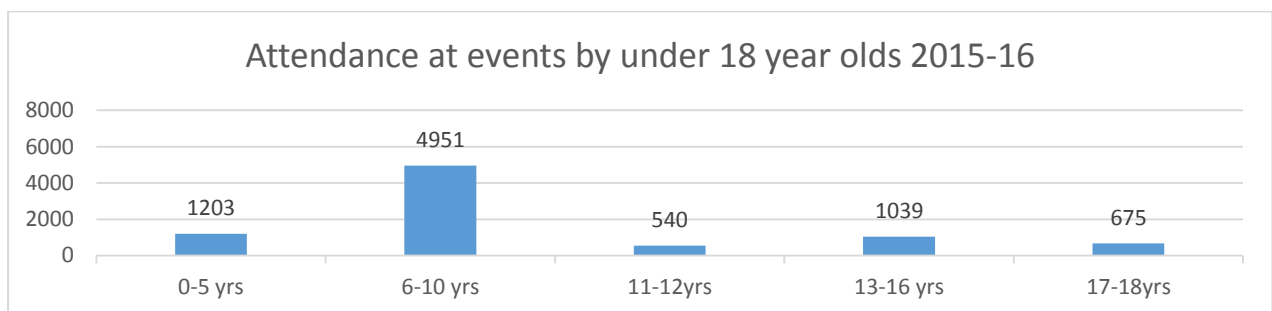
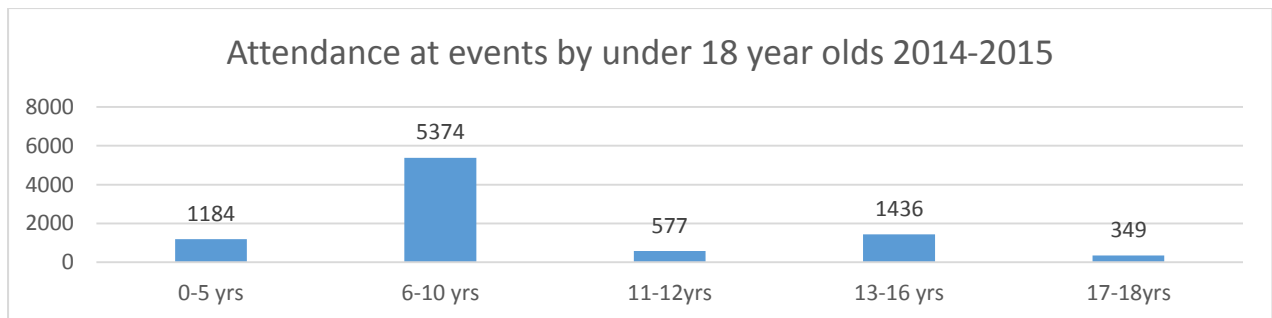
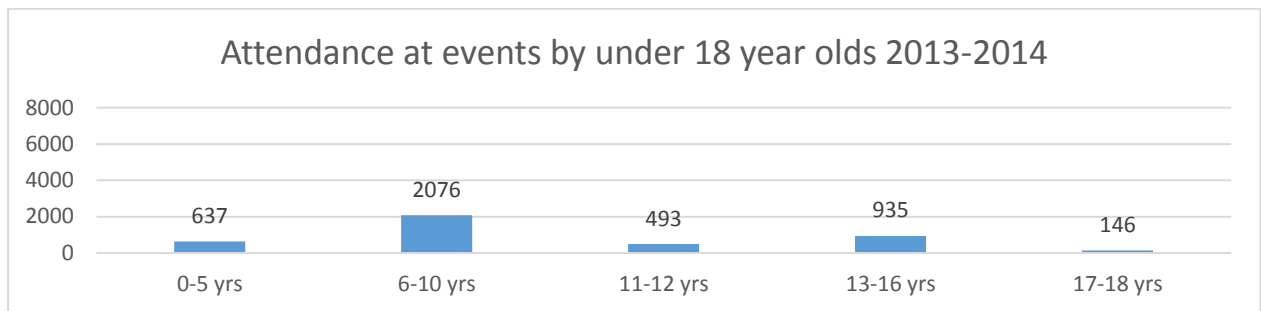
## Attendance at events by age groups





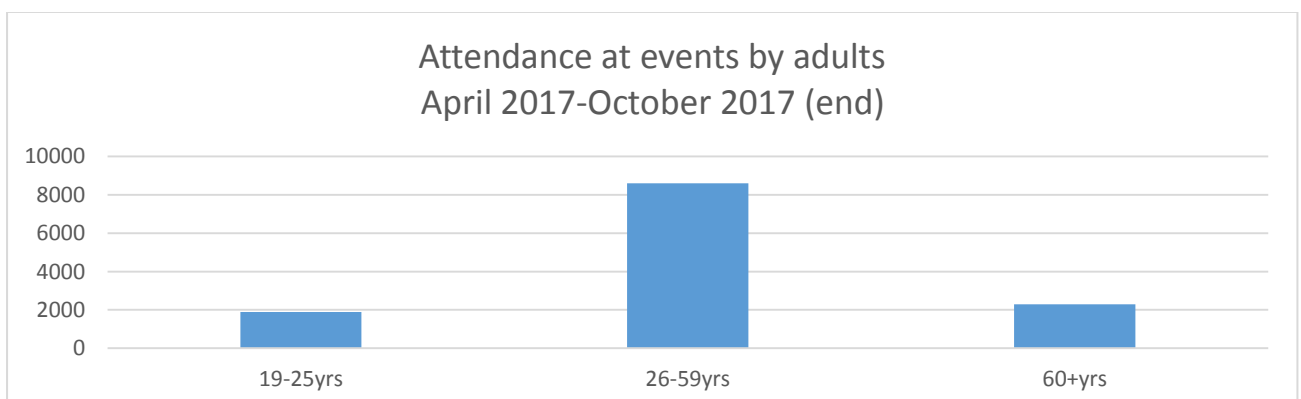
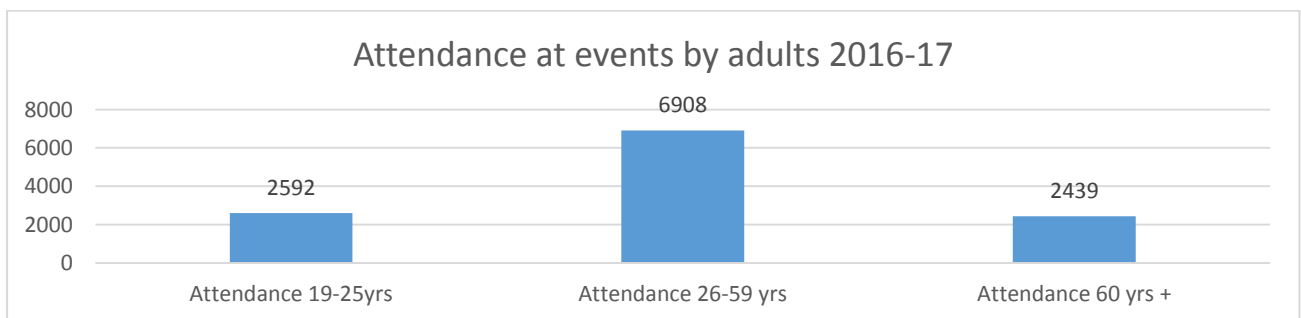
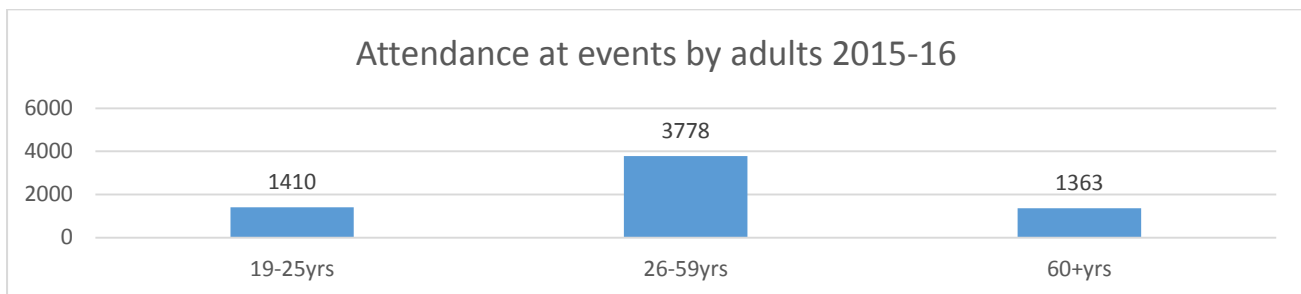
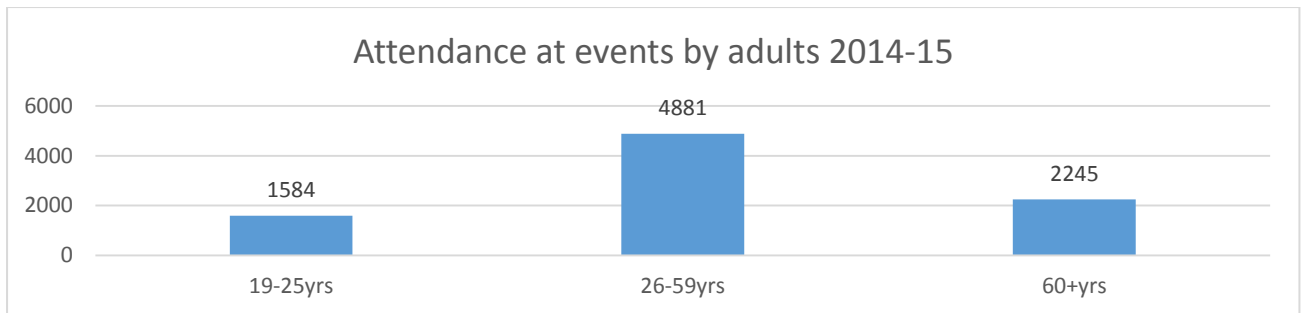
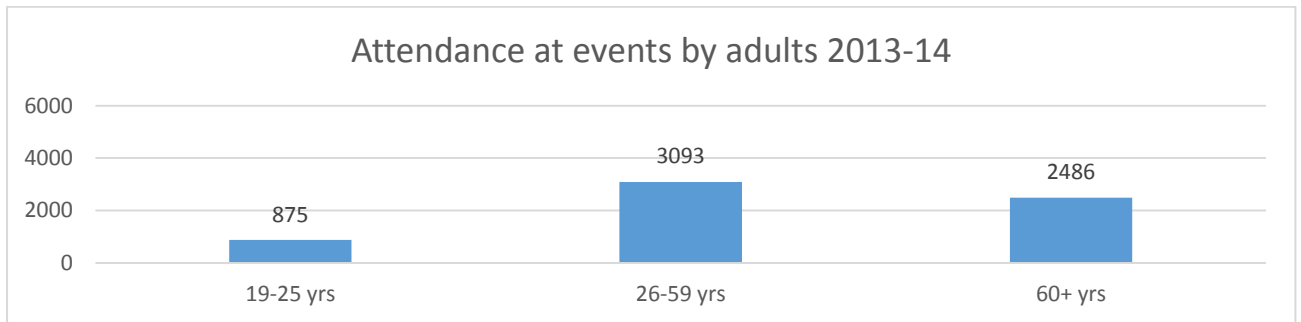
## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

## Attendance at events by under 18 year olds



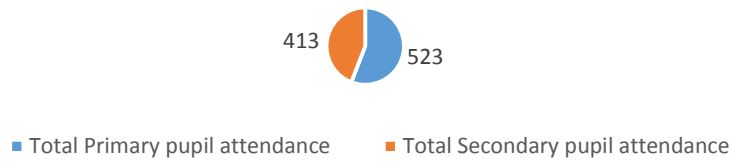
## Attendance at events by adults

## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

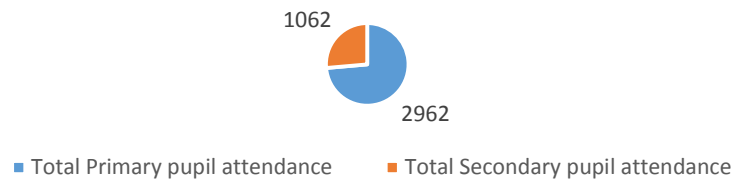


## Pupils attending school events

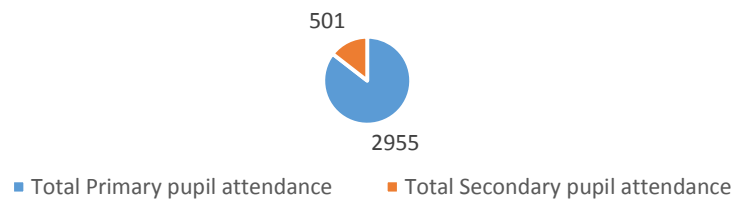
## Pupils attending school events 2013-14



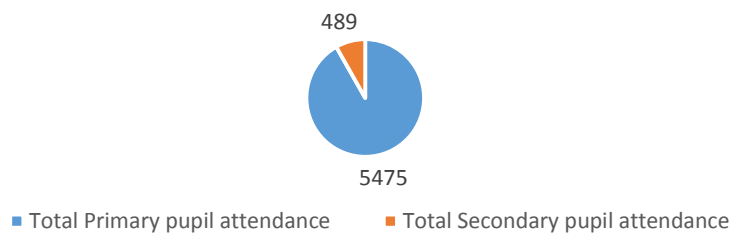
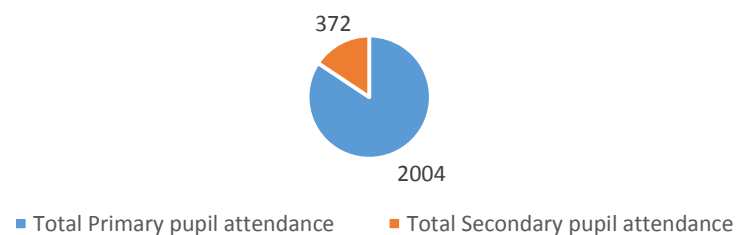
## Pupils attending school events 2014-15



## Pupils attending school events 2015-2016

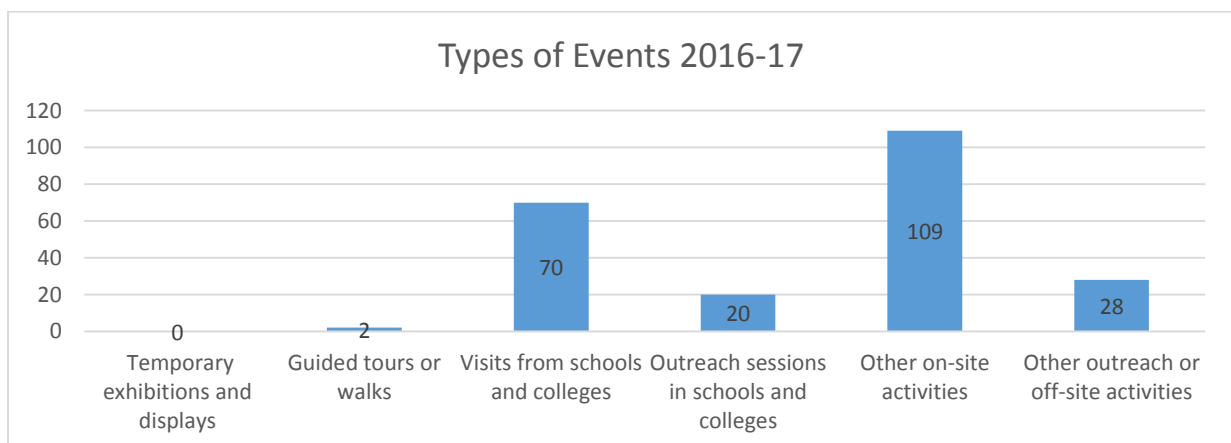
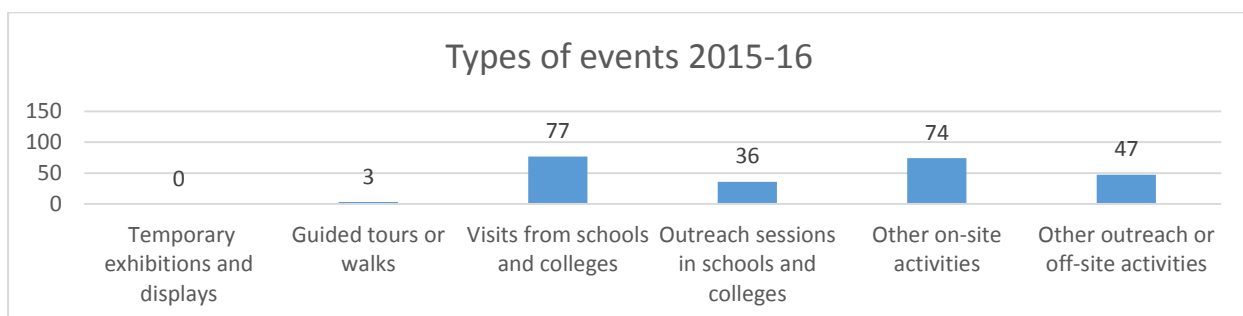
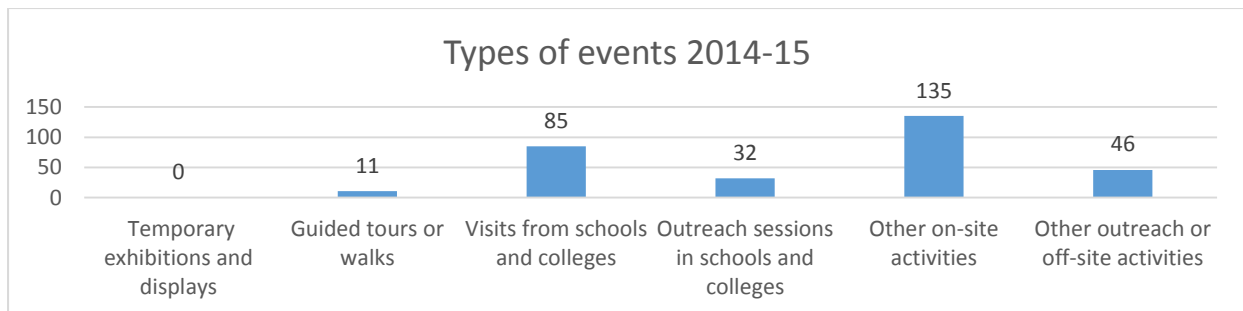
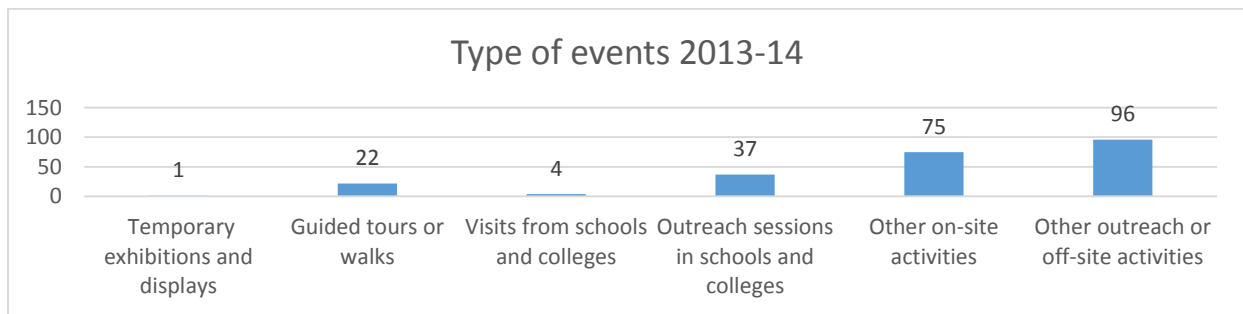


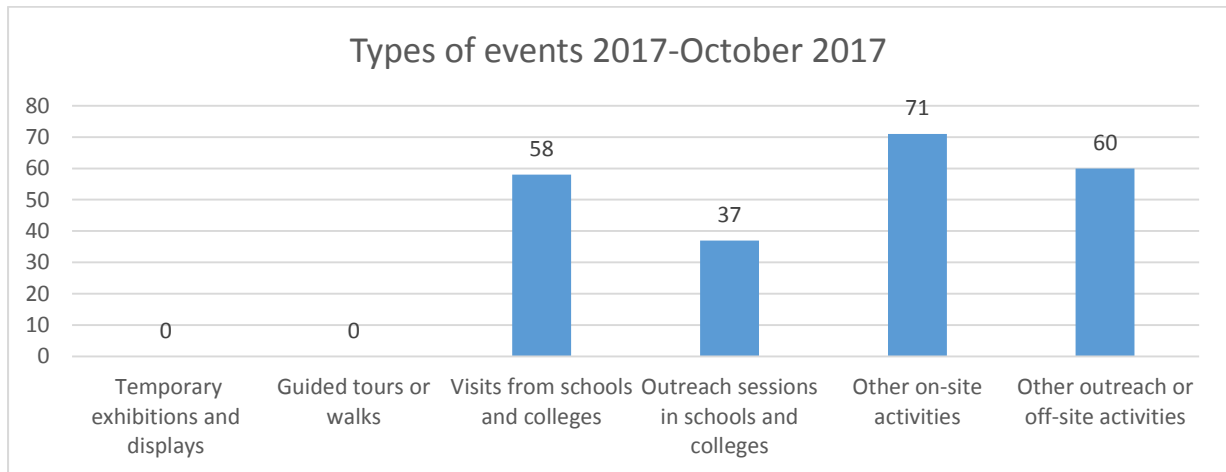
## Pupils attending school events 2016-17

Total School pupil attendance  
2017-October 2017

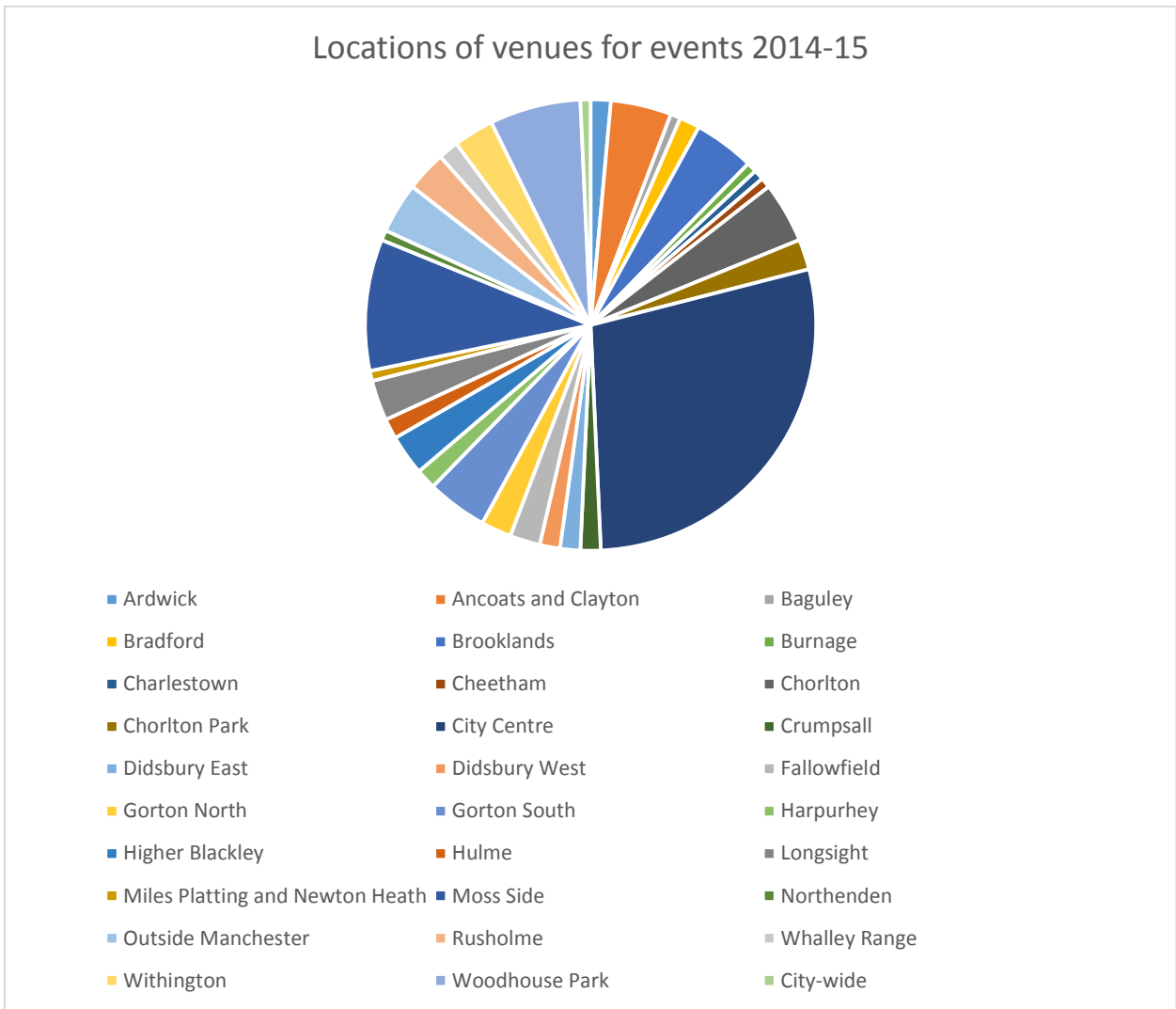
## ARCHIVES+ AT MANCHESTER CENTRAL LIBRARY: MAKING ARCHIVES MORE ENGAGING

## Types of events

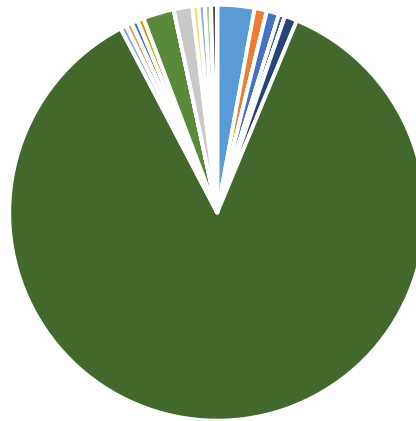




Location of events

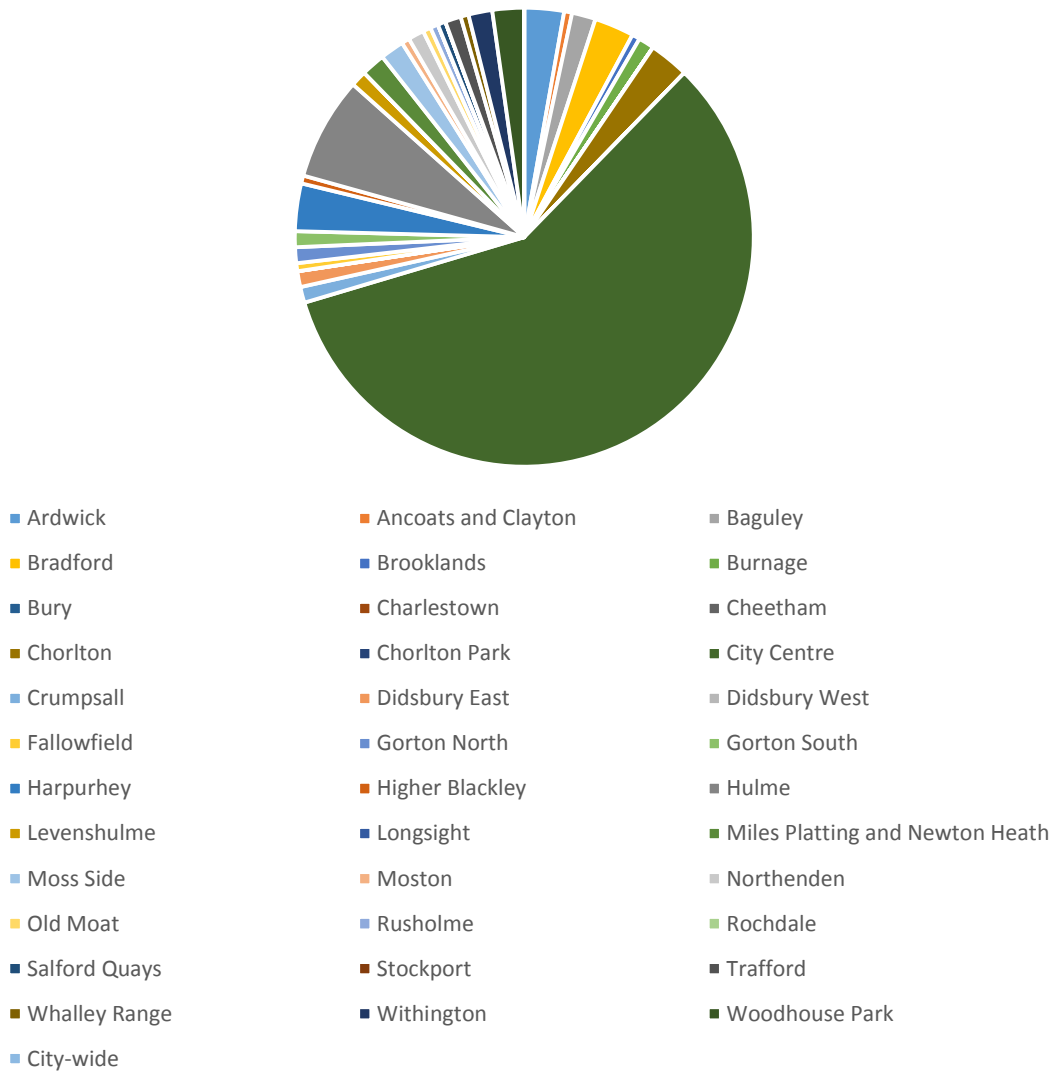


Location of venues for events 2014-15



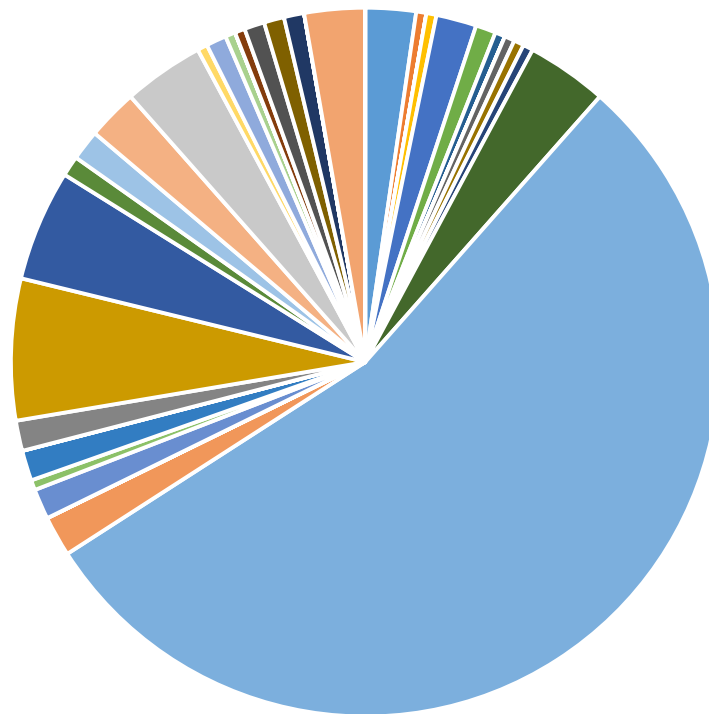
- |                 |                                   |                  |
|-----------------|-----------------------------------|------------------|
| ■ Ardwick       | ■ Ancoats and Clayton             | ■ Baguley        |
| ■ Bradford      | ■ Brooklands                      | ■ Burnage        |
| ■ Bury          | ■ Charlestown                     | ■ Cheetham       |
| ■ Chorlton      | ■ Chorlton Park                   | ■ City Centre    |
| ■ Crumpsall     | ■ Didsbury East                   | ■ Didsbury West  |
| ■ Fallowfield   | ■ Gorton North                    | ■ Gorton South   |
| ■ Harpurhey     | ■ Higher Blackley                 | ■ Hulme          |
| ■ Longsight     | ■ Miles Platting and Newton Heath | ■ Moss Side      |
| ■ Northenden    | ■ Outside Manchester              | ■ Rusholme       |
| ■ Rochdale      | ■ Salford Quays                   | ■ Stockport      |
| ■ Whalley Range | ■ Withington                      | ■ Woodhouse Park |
| ■ City-wide     |                                   |                  |

Locations of venues for events 2015-2016



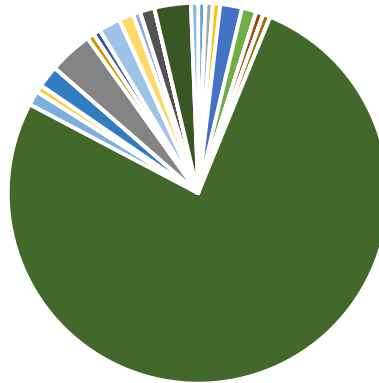


Location of venues for events 2016-2017



- |               |                       |                                   |
|---------------|-----------------------|-----------------------------------|
| ■ Ardwick     | ■ Ancoats and Clayton | ■ Baguley                         |
| ■ Bradford    | ■ Brooklands          | ■ Burnage                         |
| ■ Bury        | ■ Charlestown         | ■ Cheetham                        |
| ■ Chorlton    | ■ Chorlton Park       | ■ City Centre                     |
| ■ Crumpsall   | ■ Didsbury East       | ■ Didsbury West                   |
| ■ Fallowfield | ■ Gorton North        | ■ Gorton South                    |
| ■ Harpurhey   | ■ Higher Blackley     | ■ Hulme                           |
| ■ Levenshulme | ■ Longsight           | ■ Miles Platting and Newton Heath |
| ■ Moss Side   | ■ Northenden          | ■ Old Moat                        |
| ■ Rusholme    | ■ Rochdale            | ■ Salford Quays                   |
| ■ Sharston    | ■ Stockport           | ■ Whalley Range                   |
| ■ Withington  | ■ Woodhouse Park      | ■ City-wide                       |
| ■             | ■                     | ■                                 |

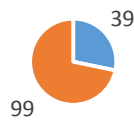
Locations of venues for events April 2017-October 2017 (end)



- Ardwick
- Ancoats and Clayton
- Baguley
- Bradford
- Brooklands
- Burnage
- Bury
- Charlestown
- Cheetham
- Chorlton
- Chorlton Park
- City Centre
- Crumpsall
- Didsbury East
- Didsbury West
- Fallowfield
- Gorton North
- Gorton South
- Harpurhey
- Higher Blackley
- Hulme
- Levenshulme
- Longsight
- Miles Platting and Newton Heath
- Moss Side
- Moston
- Northenden
- Old Moat
- Rusholme
- Rochdale
- Salford Quays
- Stockport
- Trafford
- Whalley Range
- Withington
- Woodhouse Park

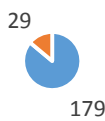
Location of events City centre vs non-city centre

Location of Venues for events 2013-14



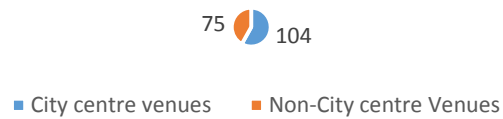
- City centre venues
- Non-City centre Venues

Location of Venues for events 2014-15

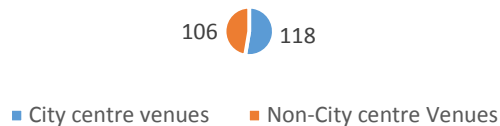


- City centre venues
- Non-City centre Venues

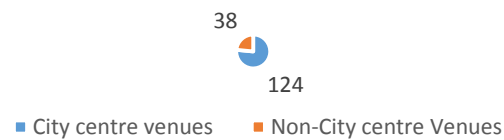
## Locations of venues for events 2015-16



## Locations of venues for events 2016-17



## Locations of venues for events April 2017-October 2017 (end)



Comparison Viewpoint data 2016 and Survey of Visitors to British Archives 2016 for ethnicity

How would you describe your ethnicity?	Viewpoint 2016	Survey of visitors to British Archives results 2016
White / White British	67.09%	97%
Jewish / Jewish British	3.8%	N/A
Asian / Asian British	7.59%	1%
Black / African / Caribbean / Black British	3.8%	0%
Other ethnic group	3.16%	1%
Prefer not to say	14.56%	N/A

Archives+ Exhibition rating 2016 from Viewpoint

Question 8	How would you rate: The Archives+ interactive exhibition?
Excellent	36.78%
Good	18.39%
Average	5.75%
Poor	2.3%
Don't know	36.78%

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**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee - 10 October 2019

**Subject:** Manchester UNESCO City of Literature

**Report of:** The Strategic Director of Neighbourhoods

### Summary

This report provides an overview of Manchester's UNESCO City of Literature designation and the work to establish a governance model that will enable the city to live up to its commitments to UNESCO and maximise the opportunities that the designation will bring.

### Recommendations

The Committee is invited to consider and comment on the information in 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	Manchester City of Literature (MCOL) will help to raise the profile of the city's publishing sector and related creative industries, attracting new businesses and inward investment and providing new job opportunities.
A highly skilled city: world class and home grown talent sustaining the city's economic success	MCOL will raise the profile of the city's world-class literary education (particularly through partnership with the universities) and help to offer more, better coordinated, development and networking opportunities for emerging and established writers.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	MCOL aims to be a truly inclusive organisation in both its governance and actions, and will celebrate the linguistic and cultural diversity of our city as well as freedom of speech and expression. There will be more, better coordinated, and more easily navigable opportunities for local residents to engage with literary activities and to be part of the realisation of the City of Literature.

A liveable and low carbon city: a destination of choice to live, visit, work	MCOL will raise the profile of the city and its cultural offer regionally, nationally and internationally, boosting tourism. Through more coordinated activities, partnership funding applications, and a raised profile, Manchester's portfolio of high quality cultural events will be enhanced for the benefit of visitors and residents alike.
A connected city: world class infrastructure and connectivity to drive growth	As part of the UNESCO Creative Cities Network, MCOL will build connections with Creative Cities around the world, through partnership working, exchanges and development opportunities.

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

None

## **1.0 Introduction**

- 1.1 Manchester was designated as a UNESCO City of Literature in 2017. A new independent organisation is being established to coordinate the designation with support from Manchester City Council, The University of Manchester and Manchester Metropolitan University.
- 1.2 The City Council retains a key role in the realisation of the UNESCO designation, including a commitment to UNESCO to strengthen participation in cultural life and integrate culture into sustainable urban development.
- 1.3 Read Manchester is a campaign delivered in partnership by Manchester City Council and the National Literacy Trust (NLT) to promote reading and boost literacy. It is closely aligned with the values of Manchester City of Literature (MCOL), was involved in the development of the application to UNESCO, and will help to deliver MCOL's ambitions for community engagement and literacy development.

## **2.0 Background to Manchester City of Literature**

- 2.1 Manchester's successful application to become a UNESCO City of Literature was led by Manchester City Council, The University of Manchester and Manchester Metropolitan University (the 'Commissioning Partners'), working with a range of literature sector partners from across the city.
- 2.2 The designation, which is awarded to Manchester City Council and partners in perpetuity, brought Manchester into a global network of 180 UNESCO Creative Cities across seven creative fields: literature, design, crafts and folk arts, media arts, film, music and gastronomy. Member cities of this UNESCO Creative Cities Network (UCCN) recognise the value (economically, socially and environmentally) of placing creativity and culture at the heart of their sustainable development.
- 2.3 Manchester's application highlighted the city's literary and cultural strengths, its strong history of literary expression and free speech, its linguistic diversity, its world-class literary education, its vibrant creative industries sector, its innovative spirit and its ambition to ensure more people engage with culture than ever before.
- 2.4 Since the designation was awarded, the Commissioning Partners have been working closely together, in consultation with the wider literary sector, to develop a vision and governance model that will enable the city to effectively deliver on its commitments to UNESCO whilst maximising the benefits that the designation can bring to Manchester.

## **3.0 Anticipated Benefits of the UNESCO City of Literature Designation**

- 3.1 Whilst there is no funding attached from UNESCO, the designation and active participation in the UCCN have the potential to bring a range of benefits to the city including:

- Raised profile of the city and its cultural offer regionally, nationally and internationally, boosting tourism;
- Raised profile of the city's publishing sector and related creative industries, attracting new businesses and inward investment;
- Increased potential to lever new funding into the city for cultural activity, including work that promotes literacy;
- A stronger voice in policy development on the international stage, and opportunities for sharing best practice, with regards to culture and sustainable development;
- Development opportunities for local residents and cultural organisations such as international artist exchanges and residencies;
- International partnership opportunities to take festivals and projects to the next level;
- Increased momentum, focus and interest, to help inspire and strengthen local partnerships, to deliver more, better-coordinated literary activities to more residents;
- Enhanced, more easily navigable and more inclusive portfolio of high-quality cultural events and cultural organisations in the city.

#### 4.0 Commitments to UNESCO

4.1 In submitting the application to UNESCO to become a City of Literature, the City Council and Commissioning Partners committed to do the following:

- Deliver activities that share best practice, develop partnerships promoting creativity, strengthen participation in cultural life and integrate culture into sustainable urban development;
- Participate as active members of the UCCN, including building international relationships with other Creative Cities and attending two UCCN international conferences per year;
- Create and support a structure with sufficient resources to enable the delivery of the tasks above;
- Support the realisation of the United Nations *2030 Agenda for Sustainable Development* and *New Urban Agenda* by reflecting these in city-level local development strategies and policies.

4.2 The *2030 Agenda for Sustainable Development*<sup>1</sup> is a plan of action adopted in 2015 by the international community. It outlines a vision for a sustainable future that is equitable, inclusive, peaceful and environmentally friendly, where no one is left behind; a vision which shares many features with Our Manchester and policies such as the Council's Family Poverty Strategy and Our Manchester Industrial Strategy.

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<sup>1</sup> The *2030 Agenda for Sustainable Development* and more information on the Sustainable Development Goals can be found at <https://sustainabledevelopment.un.org/>

<sup>2</sup> More information about the New Urban Agenda can be found at <https://habitat3.org/the-new-urban-agenda/>



4.3 The *New Urban Agenda* reaffirms this global commitment to sustainable urban development and particularly acknowledges the contribution played by culture and cultural diversity in making cities inclusive, safe, resilient and sustainable. The New Urban Agenda is seen as a roadmap for building prosperous cities that are centres of cultural and social wellbeing while protecting the environment.

## 5.0 Vision and Governance Model for Manchester City of Literature

5.1 In preparation for the UNESCO application, engagement work was undertaken with over one hundred people working in Manchester's literature sector, to investigate the literary activities taking place and to listen to stakeholders about what they would like to result from a potential City of Literature designation.

5.2 This research captured a wealth of activity already happening in the city; an estimated 800 literary events take place each year, with an audience of around 48,000 people. Stakeholders were keen to see this existing offer strengthened, by better connecting and coordinating activity, by providing clearer progression routes and by giving the literary sector a stronger collective voice.

5.3 Since the designation was awarded, the Council and universities have carried out a further engagement strategy, linking with local cultural and literary organisations, learning institutions and writers, to develop a shared vision for Manchester City of Literature and a sustainable governance model that reflects local strengths and ambitions.

5.4 The shared vision that has been agreed is for:  
*An innovative, distinctive, equitable, globally connected city of reading and writing, where diverse voices are celebrated, creative talent and industries are nurtured and where literary activity changes lives.*

5.5 A clear message heard throughout the engagement process was that any new governance model should not just be tasked with supporting a diverse and inclusive programme but that the organisation itself should be inclusive and truly reflect the diverse range of voices in the city. There is an opportunity to do something different in Manchester, to drive a more inclusive approach to cultural engagement than other UNESCO Creative cities, utilising the Our Manchester approach and creating a beacon of inclusivity for other Creative Cities to follow.

5.6 The engagement process enabled the refinement of the following set of core values which will underpin MCOL:

- **Distinctive** – creating distinctive cultural experiences inspired by Manchester's unique, radical character and rich cultural heritage whilst looking to the future;

- **Inclusive** – celebrating the rich diversity of voices in the city, building on the strengths of Manchester’s people and widening participation in literary activity;
- **Transformative** – developing skills, nurturing creative talent and transforming lives;
- **Connected** – linking and supporting literary activity and enabling collective advocacy for Manchester’s literary community and international collaborations;
- **World-leading** – a beacon for high quality, culturally democratic, truly diverse literary activity.

5.7 In discussion with stakeholders, this was taken a step further through the collective agreement of a set of high level ambitions, which are to:

- **Ensure diversity is at the heart of the City of Literature** – truly reflecting the richness of Manchester’s voices in both governance and actions;
- **Encourage reading, boost literacy and promote cultural expression** – celebrating the enjoyment of reading and writing as strong foundations for future success and well-being;
- **Celebrate literature in its broadest sense** – including but not limited to written, spoken word, dramatic and digital work;
- **Widen access to, and engagement in, literary activity** – including to groups and areas of the city where people may be least engaged in arts and culture;
- **Nurture emerging talent and develop existing success** – by strengthening networks, opportunities and progression routes for writers at all stages of their careers;
- **Enhance support and infrastructure for creative industries around literature** – building on the strengths of existing activity and networks and enabling fundraising and commissioning work;
- **Raise the profile of literature based cultural activity, businesses and heritage** – attracting visitors to the city and promoting Manchester as a strong, literature-friendly business location for publishing-based industries;
- **Strengthen international connectivity** – through engagement in the UNESCO Creative Cities Network, collaborating on joint projects with other Creative Cities and sharing best practice

5.8 The Commissioning Partners are establishing a new independent charitable organisation which will lead on the delivery of this vision. The organisation will be overseen by a Board of Trustees, with operations managed by an Executive Office headed by an Executive Director. The Executive Office will be based in the Town Hall Extension for the first three years of operation.

5.9 There will be a partnership network, to enable wider involvement of both the literary sector and local communities, and a range of working groups focused on particular areas of activity such as marketing and fundraising. The idea of community agents or ambassadors with grassroots connections is also being considered, as well as celebrity patrons.

- 5.10 The ambition is for MCOL to be owned by the whole city, with literary organisations empowered to develop and promote Manchester's literary and cultural offer through a consistent but diverse collective voice and shared branding. The new MCOL organisation is intended to: help support, connect and add value to existing activity; encourage partnership working and joint fundraising; raise the profile of the sector; ensure the city's active participation as a member of the UCCN; and enable Manchester's diverse range of voices to be represented and celebrated, with everyone in the city benefiting from the designation.
- 5.11 Following an open recruitment process, Manchester writer Zahid Hussain was appointed as the first Chair of the Board. Each of the Commissioning Partners have also nominated a trustee for the Board: Cllr Emma Taylor (Deputy Executive Member for Skills, Culture and Leisure at that time) for Manchester City Council; Professor Sharon Handley for Manchester Metropolitan University; and Professor Alessandro Schiesaro for the University of Manchester.
- 5.12 A further 3-7 Community Trustees will be openly recruited to the Board over the next twelve months. To ensure the independence of the organisation and satisfy Charity Commission requirements, these Community Trustees, like the Chair, will be unaffiliated with the three Commissioning Partners.
- 5.13 Ivan Wadeson, formerly of Dance Consortium North West, has been appointed as MCOL's first Executive Director, starting work in October. A further two part time staff members will be recruited over the next twelve months to support Ivan and the developing MCOL programme of work.

## **6.0 City Council Involvement in Manchester City of Literature**

- 6.1 The Council was the lead applicant to UNESCO for the designation in 2017 and will retain responsibility as the official holder of the designation in perpetuity.
- 6.2 The Council has signed a Memorandum of Understanding with the two Manchester universities to demonstrate the shared commitment to support the formation of the new organisation and work together to help deliver the MCOL vision.
- 6.3 Council officers from the City Policy and Libraries teams have led the process of setting up the new organisation, with support from other Council departments, working with a panel of representatives from the Commissioning Partners.
- 6.4 Council funding for the first three years of the new organisation's operation has been agreed and this has been matched by contributions from the two universities. The funding will support the core operational and set-up costs for the organisation.

- 6.5 As the new organisation becomes established, officer level involvement will change from a leadership role towards: grant monitoring to safeguard our investment; partnership working on shared priorities and initiatives; and support for the Council's representative on the Board.
- 6.6 Cllr Luthfur Rahman was closely involved in the submission of the UNESCO application and has attended the two annual UNESCO Creative Cities conferences that have taken place since our designation was awarded; participation is expected by a political representative from our city at each conference.
- 6.7 The UNESCO designation has the potential to link with a range of other strategic priority areas and Executive Member portfolios, including but not limited to: international; skills development; children and families; economic development; social inclusion; and community cohesion.

## **7.0 Manchester City of Literature Project Activity**

- 7.1 A range of initiatives will be developed by partners over the coming years under the MCOL banner, working closely with the MCOL organisation and co-designed with local communities, cultural organisations and interest groups.
- 7.2 Activity to date has largely focused on establishing the new organisation on an inclusive and sustainable footing. However three key projects are already either underway or in development:
- International Mother Language Day (IMLD)  
IMLD is an annual celebration of cultural and linguistic diversity. Two IMLD programmes have been delivered so far (in Feb 2018 and Feb 2019) increasing in scale each year. Events have been promoted collectively and delivered by a range of partners including Manchester Libraries, Manchester Metropolitan University, University of Manchester (by both the Centre for New Writing and Multilingual Manchester) and Comma Press. A third programme is in development for February 2020. The ambition is to involve other Creative Cities in future years' IMLD programmes through co-designing projects and the potential for artist exchanges.
  - Libraries Festival  
Scoping work is underway to develop plans for a Libraries Festival that will celebrate libraries across Greater Manchester and the role that they play in city life. Consultation with stakeholders has indicated support for a festival that engages local people and focuses on those who run and use Manchester's libraries, whilst having an international profile that links with other Creative Cities.
  - Publishing Hub  
Our UNESCO application highlighted a wish to develop a network of 'Writing Spaces' across the city with a central hub providing spaces both for resident engagement and for professional writers, publishers and translators to develop their practice. Since the designation was awarded,

the profile of Manchester as a location for publishing based industries has grown and interest has been shown by local stakeholders in creating a central publishing hub.

- 7.3 A Marketing and Communications Working Group has been established, drawing together marketing professionals and cultural partners to refine a shared marketing message for the City of Literature. A suite of logos and branding guidelines have been developed by the Council and these are being used to promote literary activity across the city. The University of Manchester has created, and is hosting, an interim website and has been managing MCOL's Twitter presence whilst the new organisation is established.
- 7.4 Manchester's resident writers are already benefiting from the opportunities offered by membership of the UCCN, with several writers successfully securing paid international residencies only available to Creative Cities.
- 7.5 Scoping is underway for a development / launch year for MCOL in 2020, beginning with IMLD in February. A range of literary events are expected to be branded as Manchester City of Literature throughout the year, and further resident engagement will be undertaken to find out what local people want their City of Literature to be.

## **8.0 Conclusion**

This report provides an overview of Manchester's UNESCO City of Literature designation and the work to establish a governance model that will enable the city to live up to its commitments to UNESCO and maximise the opportunities that the designation will bring

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**Manchester City Council  
Item for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 10 October 2019

**Subject:** Voluntary, Community and Social Enterprise (VCSE) Infrastructure Service Update

**Report of:** Director of Policy, Performance and Reform

**Summary**

This report provides an update on the Voluntary, Community and Social Enterprise (VCSE) infrastructure service, specifically on the progress since January 2019 and the procurement of the new VCSE infrastructure service contract.

**Recommendations**

Members are asked to consider and comment on the report for the Voluntary, Community and Social Enterprise infrastructure service contract.

**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Officers will work with the VCSE Infrastructure provider to consider how the VCSE sector can play a full and active part in Manchester's ambitions to live within our science-based carbon budget and become a zero carbon city by 2038 at the latest

<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 VCSE infrastructure service contract supports the growth and sustainability of the VCSE including the workforce, volunteering and relationships with business.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The VCSE infrastructure service contract supports volunteering pathways into education, employment and training and the positive contribution residents (particularly older people) make through voluntary work and their active contribution to city life and their communities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The VCSE infrastructure service contract works with the VCSE and other key stakeholders to find new ways of reaching those communities that remain untouched by Manchester's success,

	creating resilient and vibrant communities of people.
A liveable and low carbon city: a destination of choice to live, visit, work	The VCSE infrastructure service contract works with VCSE organisations and other partners that reflect and celebrate diversity, engage communities and engender pride in the city.
A connected city: world class infrastructure and connectivity to drive growth	The VCSE infrastructure service contract provides a range of information across a number of mediums that helps to improve local connectivity between VCSE organisations and the public and private sector

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

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

Voluntary and Community Sector (VCS) Infrastructure Contract - Communities and Equalities Scrutiny Committee – 6 December 2018

Voluntary & Community Sector Infrastructure Service – Co-design Recommendations - Communities and Equalities Scrutiny Committee – 7 February 2019



## 1. Introduction

- 1.1. The Council continues to invest in its relationships with the VCSE sector in a number of ways, notably through the Our Manchester Voluntary and Community Sector (OMVCS) grant programme and its investment in VCSE infrastructure support citywide. This service includes capacity building – development and support around governance, organisational structures, policy and funding; as well as engagement and influence in partnership work, co-design processes and volunteering opportunities for residents. Fundamental to this is the desire to have a diverse, thriving, resilient, effective and sustainable VCSE sector in Manchester which is recognised as a key priority within the Our Manchester Strategy as something that will enable the VCSE to continue to provide an important contribution to delivering the vision and desired outcomes for the city. The role of local infrastructure for the sector is seen as an important enabler to achieving the ambitions described above, as it provides services, support and advice to, and promotes, local charities, community groups and social enterprises that deliver social action.
- 1.2. In December 2018, Members of this committee received a report on the progress of the VCSE infrastructure service review and co-design process. A further update on the progress of the VCSE infrastructure service co-design process and recommendations came back to the committee in February 2019. Since then, the co-design recommendations have been incorporated into the specification design, and procurement for the VCSE infrastructure service has been completed. This report provides further information on the process and outcome of procurement.

## 2. Background

- 2.1. The table below is a brief summary on the timeline and processes that have been undertaken to date:

April 2018 - September 2018	Joint review between Manchester City Council (MCC) and Manchester Health and Care Commissioning (MHCC) of their respective infrastructure service contracts
September 2018 - December 2018	Co-design of new contract (see Communities and Equalities Scrutiny Committee, December 2018)
January 2019 - March 2019	Consultation with the VCSE sector, Members and wider stakeholders on co-design group recommendations (see Communities and Equalities Scrutiny Committee, February 2019)
March 2019 - April 2019	Development of specification based on co-design recommendations and consultation comments. This

	period also included a soft-market testing event which was aimed at stimulating market interest.
May 2019 - September 2019	Tender process, including VCSE reference group, assessment panel and completion of procurement report and publication of the Key Decision

### 3. Procurement

- 3.1. The VCSE infrastructure service contract was open for tender between 6th June 2019 - 8th July 2019. One bid was received from Macc - the current provider of the contract.
- 3.2. As part of the standard procurement practice, potential bidders who declined to submit a tender were asked why they did not at this time, with the following reasons given:
- “Cannot supply”
  - “Not related to their business”
  - “Unable to meet our requirements”
  - “Insufficient resources to bid a this time.”
- 3.3. In addition to the above, some discussions took place with potential bidders during soft-market testing which indicated interest in specific elements of the VCSE infrastructure service contract, but not the whole specification. In discussion with the OMVCS Programme Board (that has oversight of the VCSE infrastructure service contract), it was agreed that the specification for the service should continue to cover all of the elements, rather than separating it out into separate lots (e.g. a separate lot of development support, volunteering, and participation and voice). This was agreed due to the economies of scale and strategic oversight that comes from one organisation providing the whole service.
- 3.4. Whilst the decision was made not to split the contract up, more emphasis was placed on collaboration and partnership working across the sector within the specification as a way of increasing access to more specialist support. For example, work specifically relating to VCSE disability services or developing engagement with BAME communities. Whilst the infrastructure service contract holder may be able to provide some assistance in these areas, it may also be that there is further support needed from organisations who specialise in these areas. It was an expectation within the specification that this would be developed and facilitated by the infrastructure service contract provider.
- 3.5. Involvement and consultation with the VCSE sector has been a high priority and integral to the design of the process. As outlined in the previous Scrutiny reports there have been several stages (see above) which have involved the VCSE sector and wider stakeholders. It was a key objective to continue with the principle of co-design and involvement of the sector throughout every stage, including the procurement process. However, this had to be balanced

with procurement rules which are explicit about conflict of interest and decision making powers.

- 3.6. A 'VCSE Reference Group' was established, made up of representatives from VCSE organisations to support the procurement process. This reference group and its representatives acted as a non-scoring, advisory group that provided guidance and feedback to a scoring assessment panel on relevant sections of the bid submitted for the VCSE infrastructure service contract. Reference group members were invited to give feedback on the 'quality' responses of the returned bid, which provided valuable knowledge, experience and guidance to the scoring assessment panel. Reference panel members were invited from both non-OMVCS and OMVCS grant funded organisations in order to reach a wider range of organisations. The final group consisted of five VCSE organisation representatives of varying size, geographic coverage and thematic areas (of work):

Forever Manchester
Homestart
Manchester Men's Room
Moodswings
Whalley Range Community Forum

- 3.7. The (scoring) assessment panel members were chosen based on their expertise in areas that were priorities of the contract. This included two representatives from MHCC:

<b>Role</b>	<b>Organisation</b>
Programme Lead, Our Manchester Funds	MCC
Equalities Specialist	MCC
Strategic Lead for Neighbourhoods	MCC
Contract and Commissioning Manager	MCC
Senior Engagement Manager	MHCC
Programme Director, Our Healthier Manchester	MHCC

- 3.8. The assessment panel marked all areas of the bid utilising the feedback from the VCSE reference group on the 'quality' section.
- 3.9. Both panels agreed that the bid met the required threshold and that it should be awarded the contract (subject to sign-off and contract negotiation meetings). In addition, both panels provided feedback to be used during

contract negotiations and the ongoing management of the contract. A summary of this is included below:

- 3.9.1. It was agreed by all that the bid demonstrates that the experience and history that the organisation has in working with the sector, and all assessment panel members had confidence in the bidder's ability to manage the contract.
- 3.9.2. The assessment panel particularly appreciated the 'self-sufficient and supportive ethos' the organisation takes to development support, including the focus on upskilling and encouraging VCSE organisations to work with each other.
- 3.9.3. There were elements that both panels would have liked more clarity and detail on, such as the proposed engagement on a neighbourhood level and with businesses, and how these would work on a practical level alongside existing and upcoming developments in these areas by MCC. It was agreed that this would be picked up in contract management meetings.
- 3.9.4. Both panels questioned whether 'the ask' in the specification was/is too large and whether it has too many outcomes that would potentially stretch any provider and not get the best value for the resource. Feedback from both panels agreed that commissioners and the provider should use a series of kick-off meetings to develop and agree on priorities (e.g. annual), outcomes and measurements for the contract in order to address this.
- 3.10. The assessment panel's recommendation has been progressed through the internal Council procurement approval/senior sign-off process. As the infrastructure service contract is worth more than £500,000 over the lifetime of the contract, the decision had to be published for approval on the Key Decisions register. This was put on the register on the 6th September 2019 and was passed on 19th September 2019. A standard ten day standstill period followed, leading to the contract being awarded with a start date of the 1st October 2019.
- 3.11. Contract negotiation will now begin with Macc, initially through a series of kick-off meetings. The focus of these meetings will be to agree how the Programme Team - Our Manchester Funds/MHCC (as the commissioners) and Macc will work together effectively, and to address the feedback from the process. These meetings will also focus on developing a monitoring system that is fit for purpose, provides the right data, and helps with priority setting for the service. This will include agreeing the outcomes and key performance indicators for the contract, and how the evidence of impact is captured and shared more widely with stakeholders including the VCSE sector, other commissioners, elected Members and key partners. This will be guided by feedback from the review, co-design group recommendations and subsequent consultation, which recommended that the VCSE sector (as the beneficiaries of the service) have more involvement in the monitoring processes and priority setting going forward.

## **4. Equality Impact Assessment**

- 4.1. The approach to successfully re-designing and procuring the new VCSE infrastructure service contract has been as important as producing the outcome. The aim has been to ensure that the process was transparent, equitable, and based on the Our Manchester principles. It was important to build and incorporate the feedback and learning from previous co-design and review processes with the VCSE sector, which outlined the importance and need for an open and inclusive process which includes a wide diversity of voices. To support this work, an Equality Impact Assessment (EIA) has been conducted and is attached (Appendix 1).
- 4.2. The EIA finds that there has been due regard paid to the protected characteristics and further diversity considerations given throughout the process of co-design and awarding of the VCSE infrastructure service contract. This has been achieved through considering equality and protected characteristics throughout every stage of the process, including where participation and feedback from the VCSE can be incorporated.
- 4.3. An example of this has been a priority that has been placed upon engaging, facilitating and empowering communities of identity, and in particular BAME communities/organisations. This was developed as a priority following consideration of the Council's wider budget and priority setting for 2019/20, the EIA and gap analysis (2018) from the first round of the OMVCS grant programme and the delivery of Our Manchester initiatives to date, which recognised that there was a gap within the support to BAME communities/organisations. This priority was reflected in both the design of the process and the contract, including elements of the specification asking bidders to respond with how they would support, facilitate and empower BAME communities/organisations.
- 4.4. The co-design process and assessment panel has purposely included an Equalities Specialist from the Councils Equality, Diversity and Inclusion Team to provide ongoing challenge and support around the equality considerations across all of the work. Further information on how this priority was met throughout the VCSE infrastructure service contract redesign and procurement process can be found within the EIA.

## **5. Next Steps**

- 5.1. As outlined in this report, the kick-off and contract negotiation meetings for the VCSE infrastructure contract will now commence with Macc, with the new 3 year (+ 2 year option to extend) contract starting on 1st October 2019. As well as focusing on priorities, agreeing outcomes and monitoring arrangements in these meetings, the Programme Team will also consider the communications strategy, particularly how they/Macc can regularly engage Members in the work of the VCSE infrastructure service contract. The Programme Team welcome suggestions and feedback from Members about the best way to take this forward.

**6. Recommendations**

- 6.1. The Committee is asked to consider and comment on the report.

**Appendix 1: Demonstrating Outcomes of Equality Analysis**

**EQUALITY IMPACT ASSESSMENT**

1. Directorate	Corporate Core / Neighbourhoods	2. Section	Resource and Programmes	3. Name of the function being assessed	VCSE Infrastructure Contract
4. Is this a new or existing function?	Existing	5. Officer responsible for the assessment	Jess Waugh, Programme Development Officer for the OM Funds Team	6. Lead manager responsible for the assessment	Michael Salmon Programme Lead for OM Funds Team
7. Date assessment commenced	November 2018	8. Date of completion	September 2019	9. Date passed to Equalities Team	September 2019

## Summary of Relevance Assessment

1. Has a Stage 1 Equality Analysis: Relevance Assessment document been completed?

Yes  Date of assessment:

No  Because the nature of this programme is inherently related to equalities the relevance assessment is therefore not needed, and we can progress straight to a full assessment

2. Please indicate which **protected characteristics** the relevance assessment identified as relevant to the function that is being assessed (tick below):

Age  Disability  Race  Gender (inc. Gender Reassignment, Pregnancy and Maternity)

Sexual Orientation  Religion or Belief (or lack of religion or belief)  Marriage or Civil Partnership

3. Please indicate which **aims of the equality duty** the relevance assessment identified as relevant to the function being assessed (tick below):

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

Advance equality of opportunity between those who share a protected characteristic and those who do not

Foster good relations between people who share a protected characteristic and those who do not



## Equality Impact Assessment Template

### 1. About your function

<p>Briefly describe the key delivery objectives of the function being assessed</p>	<p><b>Purpose of completing the Equality Impact Assessment (EIA)</b></p> <p>This EIA assesses the outcome of the Voluntary, Community and Social Enterprise (VCSE) Sector Infrastructure Service co-design and procurement process and its impact on the protected characteristics as defined by the Equalities Act 2010. It examines whether the process has led to any disproportionate effect on protected groups and wider diversity considerations of the VCSE.</p> <p><b>Background to the VCSE Infrastructure Contract</b></p> <p>Manchester City Council (MCC) has funded infrastructure support services for community and voluntary groups in the city for a number of years, with Macc holding a contract since 2009 to provide capacity building support. Following a review in March 2013, a single VCS infrastructure contract for the above service was won by Macc via a competitive tender process. The contract was for three years from September 2013 to August 2016, with the option to extend for a further two years (“3+2”). The 2 year option to extend the contract was taken up and extended until 2017.</p> <p>Following the introduction of the Our Manchester Voluntary Community Sector (OMVCS) Grants Programme and team (‘OM Funds Team’) in 2018, it was agreed that the OM Funds team would become the lead commissioner of the contract for the infrastructure service, with the OMVCS Programme Board providing the governance and assurance for the ongoing development, delivery and evaluation of the VCSE Infrastructure Service (contract), including (but not limited to) the decision making responsibility around variations to and recommendations to extend the contract.</p> <p>MCC and Manchester Health &amp; Care Commissioning (MHCC), as part of the respective commissioning arrangements with Macc, agreed to conduct a joint review of their VCSE infrastructure contracts. The purpose of undertaking the joint review was to provide feedback on the existing services to inform the next steps and future specification for the infrastructure contract. In</p>
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order to deliver the joint review the existing contract arrangements were extended until March 2019. This review report and more detailed background information to the VCSE infrastructure contract can be found in the 'VCSE Infrastructure Update' Paper that went to Communities and Scrutiny Committee, December 2018<sup>1</sup>. Both the OMVCS Programme Board and the MHCC Executive Committee considered the joint review and agreed that the report showed overwhelmingly that there is an ongoing need for a VCSE infrastructure support that is aligned to the strategic vision and priorities for the city. It was agreed that both contracts should be jointly commissioned, with the OMVCS Programme Board overseeing the governance, assurance and ongoing development of the work. The report also agreed that a co-design process for the specification of the new infrastructure contract should commence (using the review feedback summary as a basis for co-design), and that the timeline and existing contract arrangements for this should be extended until September 2019 to allow this to happen.

#### **Key delivery objectives of the redesign and procurement process**

There were two main key delivery objectives to the redesign and procurement process which focused on co-design and paying due regards to equality and wider diversity considerations. These were considered at every stage of the process.

#### *Inclusion of VCSE Voices*

In order to successfully redesign and procure the new VCSE infrastructure service contract a key delivery objective has been to develop a process that was transparent, equitable, and based on the Our Manchester principles and approach which puts co-design with the VCSE sector at its heart. It was also important to build and incorporate the feedback and learning from previous co-design and review processes, all which outlined the need for an open and inclusive process which includes a wide diversity of voices. Opportunities for consultation, engagement and feedback from the sector has been purposely designed into the process to achieve this.

<sup>1</sup> Please see here: <https://democracy.manchester.gov.uk/documents/s2906/VCS%20Infrastructure%20Contract.pdf>

	<p><i>Consideration of wider VCSE diversity</i></p> <p><b>'Equality considerations' definition</b></p> <p>As well as defining 'equality considerations' as consideration of the protected characteristics as outlined by the Equalities Act 2010, the process also paid due regard to VCSE organisations that are not covered under the Act in order to better reflect what the commissioners know about the sector and the various access and service needs<sup>2</sup>.</p> <p>Whilst some organisations within the sector will work with communities that fall under the protected characteristics (e.g. race or gender), groups will also serve communities or issues that are not covered under the Equality Act or may cut across several protected characteristics. For example, those organised by geography (e.g. community hubs), or by issues such as homelessness which is cross-cutting. Organisations within the sector also vary in size, which may determine access needs. By considering equality and diversity in its widest sense (above and beyond the protected characteristics listed under the Equality Act), a key of the process has been to secure a provider that can incorporate and respond to needs effectively.</p> <p><b>The process</b></p> <p>The following process/timeline has been taken:</p> <ul style="list-style-type: none"> <li>• Joint review between MCC and MHCC of their respective infrastructure contracts – April 2018 – September 2018</li> <li>• Co-design of new contract – September 2018 – December 2018</li> </ul>
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<sup>2</sup> This knowledge of the sector has developed from the existing relationships the Council has with the sector. It has also been informed by the Council's wider budget and priority setting for 2019/20, the Equality Impact Assessment (EIA) and gap analysis (2018) from the first round of the OMVCS grant programme, the delivery and learning from the Our Manchester initiatives to date, and the service review of the current infrastructure services.

- Consultation with sector on co-design group recommendations, January 2019 – March 2019
- Specification writing, March 2019 – April 2019
- Tender process, May 2019 – August 2019

The following section will outline the how due regard has been given to equalities and the key objectives of the co-design and procurement of this contract has been met.

### **Joint review**

The joint review considered feedback from a variety of stakeholders who were able to give their views on both the current service and the future of infrastructure support, with a view to the next steps, co-design and procurement of the new contract. This review process was designed to ensure due regard was given to the protected characteristics and wider equalities considerations (as outlined in the above 'definition' section), with the stakeholder list being as wide ranging as possible in order to gather a diverse range of opinions. This included questionnaires sent to VCSE organisations that had and hadn't been successful in being awarded the OMVCS grant funding, of varying sizes (from very small to large), across thematic areas, and across the city. The questionnaire was also circulated by Macc (VCSE infrastructure service provider) in their newsletter, which had over 5,000 on the mailing list. Feedback was gathered from internal and external MCC/MHCC stakeholders, a number of focus group sessions held for VCSE organisations across the city, and small focus group opportunities and interviews/questions via email or telephone were held with other relevant MCC/MHCC stakeholders. One of the VCSE focus groups was specifically held with the 'Manchester BME (Black and Minority Ethnic) Network' (MBMEN)<sup>3</sup>, as part of a series of ongoing conversations with the network following the implementation of the OMVCS grant programme. As part of the joint review process, all 96 Members (local Councillors) were invited to feedback, either through email, the online questionnaire, or through a phone interview. The communication throughout the review also offered stakeholders the opportunity to contact the

<sup>3</sup> For more information please see here: Manchester BME Network - <http://www.manchesterbmenetwork.co.uk/>

team to organise focus groups and interviews, which was taken up by the MBMEN and individual Members.

The feedback from this review was used as a basis for discussions of the co-design group.

### **Co-design Group**

A co-design group was established as part of the process to develop the new service model and contract.

#### *Membership*

The criteria for co-design membership was on the basis of the individuals' expertise, representation, passion and commitment, and their availability for the sessions. As well as choosing co-design members using this criteria, due regard to equalities and diversity of the sector was incorporated in order to ensure that the key aims of the process of including a wide range of voices, and developing a specification which gets a provider that meets a diversity of needs, were met. The final group consisted of fourteen representatives from across MCC, MHCC and the VCSE sector. VCSE representatives were from organisations of varying size, geographic coverage and thematic areas (of work), and included organisations that both were and weren't funded by the OMVCS programme:

<b>Position and Organisation</b>
Exec Member, Manchester BME Network
Exec Member, Manchester BME Network
Neighbourhood Team Lead, Manchester City Council
Manchester Coordinator, LGBT Foundation
CEO, 4CT
Chair, LMCP
Acting Deputy Director of Mental Health and Children's Commissioning, Manchester Health & Care

	<table border="1"> <tr><td>Commissioning</td></tr> <tr><td>Equality Team Leader, Manchester City Council</td></tr> <tr><td>CEO, Gaddum Centre</td></tr> <tr><td>Chief Executive, Breakthrough UK</td></tr> <tr><td>Chief Executive, Macc</td></tr> <tr><td>Mental Health, Manchester Clinical Commissioning Groups</td></tr> <tr><td>Community Asset Transfer Manager, Manchester City Council</td></tr> <tr><td>Charity, Social Enterprise and Community Development Consultant</td></tr> </table>	Commissioning	Equality Team Leader, Manchester City Council	CEO, Gaddum Centre	Chief Executive, Breakthrough UK	Chief Executive, Macc	Mental Health, Manchester Clinical Commissioning Groups	Community Asset Transfer Manager, Manchester City Council	Charity, Social Enterprise and Community Development Consultant	<p>The membership of the co-design group includes taking into account feedback from previous co-design processes, which identified a gap in the involvement of Black, Asian and Minority Ethnic (BAME) organisations and smaller voluntary sector organisations. Consequently, alongside open invitations to a circulation list made up of the OMVCS grant programme funded organisations and development (12 month) funded organisations, a number of representatives from BAME communities and smaller voluntary sector organisations were invited to join the group. This included an invitation and allocation of two places taken up by the MBMEN. The co-design group also involved the Equalities lead from MCC, to provide ongoing challenge and support for the process.</p> <p><i>Priorities</i></p> <p>The co-design group recommendations included due regard to equalities issues, taking into account feedback from previous co-design processes and the joint review which outlined access and service needs of VCSE organisations that service communities of the protected characteristics. The following key objectives for the contract were developed in the sessions and recommended to the</p>
Commissioning										
Equality Team Leader, Manchester City Council										
CEO, Gaddum Centre										
Chief Executive, Breakthrough UK										
Chief Executive, Macc										
Mental Health, Manchester Clinical Commissioning Groups										
Community Asset Transfer Manager, Manchester City Council										
Charity, Social Enterprise and Community Development Consultant										

	<p>commissioners to take forward as part of the specification:</p> <ul style="list-style-type: none"> <li>• “Continuously reflect on and promote that the VCSE is diverse in nature and therefore access to support and opportunities has to be available to support organisations of differing size and subject matter based on need, interest and capacity.”</li> <li>• “Value diversity and equality of opportunity, providing and/or enabling support to reach existing and new communities using an asset based approach”</li> </ul> <p><b>Consultation with the sector</b></p> <p>After the co-design group had developed recommendations it was important to gather feedback from the wider VCSE in the city as part of the commitment and key objective to include the voices of the sector throughout the re-design process. A month long consultation period provided the opportunity for the VCSE and other stakeholders (including officers and Members) to respond to a survey containing the recommendations. The responses generally agreed with the recommendations from the co-design group. There were some comments on elements of the recommendations, including that the priority of support and facilitation to BAME voices needed more context within the new service specification in order to demonstrate why this priority emerged. This and the other pieces of feedback from the sector was included and actioned by the commissioners in writing the service specification.</p> <p><b>Specification</b></p> <p>Due regard to equalities was given as part of the specification development for the VCSE infrastructure service, with priorities around equalities and wider diversity of the sector being included throughout. Some of these were developed from the co-design group recommendations for priorities of the contract, whereas others took into account the feedback given as part of the Council’s wider budget and priority setting for 2019/20, the EIA and gap analysis (2018) from the first round of the OMVCS grant programme and the delivery of Our Manchester initiatives to date. In particular, this learning highlighted the gap within the support to BAME communities, which led to</p>
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	<p>the development of this as a priority area within the specification alongside the wider equality and diversity considerations being expected of by any potential provider.</p> <p>Equalities considerations in the specification:</p> <ul style="list-style-type: none"> <li>• “Continuously reflect on and promote that the VCSE is diverse in nature and therefore access to support and opportunities has to be available to support organisations of differing size and subject matter based on need, interest and capacity.”</li> <li>• “Value diversity and equality of opportunity, providing and/or enabling support to reach existing and new communities using an asset based approach”</li> <li>• “Enabling, facilitating and supporting participation with communities of identity, and in particular BAME communities/organisations is a high priority for this contract. As described previously, support for BAME organisations was prioritised. Following consideration of the Council’s wider budget and priority setting for 2019/20, the EIA and gap analysis (2018) from the first round of the OMVCS grant programme and the delivery of Our Manchester initiatives to date, it was recognised that there was a gap within the support to BAME communities. Therefore, support for BAME communities/organisations in particular has been prioritised. However, the infrastructure organisation/s should also enable, facilitate and support participation with all communities of identities. The infrastructure organisation/s will be expected to demonstrate how they will respond to this priority.”</li> <li>• “The organisation/s should develop systems to monitor the uptake, retention and progression of volunteers, in particular progression to employment and self-employment. The provider/s should also have equalities-based and locality-based monitoring of volunteering opportunities and activity. This monitoring should include identifying gaps in what is available and the targeting of outreach activity as necessary and where appropriate.”</li> <li>• “There are no specific location requirements as part of this contract; however, it is expected that the service organisation/s will work across the city and outreach locally. Services should</li> </ul>
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	<p>be delivered in formats and settings that are appropriate to the needs of those accessing services.”</p> <p>These were also echoed in the outcomes for the contract, which included the following:</p> <ul style="list-style-type: none"><li>• “Supporting a vibrant, thriving, diverse, sustainable, and resilient VCSE sector”</li><li>• “Enabling, facilitating and supporting participation with communities of identity, and in particular Black, Asian and Minority Ethnic (BAME) communities/organisations. This should include creating mechanisms that help to facilitate diverse voices”</li></ul> <p>These were included as priorities for the specification, and the commissioners expected all tenderers to respond to them in their returned bid for the contract.</p> <p><b>Procurement Process – bidding and assessment panel</b></p> <p><i>Tender process</i></p> <p>As part of the tendering process, commissioners set questions that paid due regard to equalities and the wider diversity of the VCSE. Tenderers were asked to demonstrate the following:</p> <ul style="list-style-type: none"><li>• “How you intend to meet the priorities set out in the specification, paying particular attention to how you will work at a local neighbourhood level, citywide and with communities of identity”</li></ul> <p>Tenderers were also asked to respond to the outcomes of the contract and list how they will measure and monitoring activity and outcomes. As discussed previously, outcomes for the contract focused on the diversity of the VCSE and enabling, facilitating and supporting participation with communities of identity.</p> <p><b>Assessment Panel</b></p>
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Due regard to equalities was taken throughout the assessment process, achieved through the membership of the panel and through the assessment of the responses to the questions which included the above.

*VCSE reference group*

It was a key objective to continue with the principle of co-design and involvement of the sector throughout the whole process, including the procurement process. However, this had to be balanced with procurement rules which are explicit about conflict of interest and decision making powers. To meet both of these objectives, a 'VCSE Reference Group' was established, made up of representations from VCSE organisations. This reference group and its representatives acted as a non-scoring, advisory group that provided guidance and feedback to the scoring assessment panel on relevant sections of the bids submitted for the VCSE infrastructure service. Reference group members were invited to give feedback on the 'quality' answers of the returned tender, which was given as guidance of sector experience to the scoring assessment panel. Reference panel members were invited from both non-OMVCS and OMVCS grant funded organisations in order to reach a wide range of organisations. The final group consisted of five VCSE organisation representatives of varying size, geographic coverage and thematic areas (of work):

Forever Manchester
Homestart
Manchester Men's Room
Moodswings
Whalley Range Community Forum

	<p><i>Membership of Assessment Panel</i></p> <p>Assessment panel members were chosen based on their expertise in areas that were priorities of the contract. This again included an Equalities Specialist from the Equality, Diversity and Inclusion Team (MCC), and the Strategic Lead for Neighbourhoods (North).</p> <p><i>Assessment of responses</i></p> <p>As discussed, due regard to equalities was paid throughout the assessment process, as tenderers were asked to respond to specific questions on equalities (see above). The assessment of responses from the bidder provided further evidence of meeting the equality considerations listed as priorities of the contract, making reference to a range of approaches to engage with different audiences, including by geography and communities of interest and identity.</p> <p><b>EIA Findings</b></p> <p>The EIA finds that there has been due regard paid to the protected characteristics and wider diversity considerations given throughout the process of co-design and awarding of the VCSE infrastructure contract.</p> <p>The contract will be managed in order to ensure implementation of the specification, including those with specific reference to equalities issues. This includes further involvement of the VCSE in contract monitoring, which will be discussed as part the contract negotiations and ongoing management.</p>
<p><b>What are the desired outcomes from this function?</b></p>	<p>The desired objectives and outcomes for this service are as follows, and was outlined in the specification:</p> <p>Taking an Our Manchester approach, using the feedback from the engagement to date, the commissioners and VCSE sector are seeking a VCSE infrastructure organisation/s that will:</p> <ul style="list-style-type: none"> <li>• Champion, promote and celebrate the work of the VCSE sector and the contribution it makes in Manchester, using a variety of methods to demonstrate impact and outcomes.</li> <li>• Work through listening, building on strengths, conversations, co-design and co-production.</li> </ul>

- Work to support and improve the quality of life of Manchester citizens, in its own organisational delivery and through the VCSE organisations it works with.
- Continuously reflect on and promote that the VCSE is diverse in nature and therefore access to support and opportunities has to be available to support organisations of differing size and subject matter based on need, interest and capacity.
- Value diversity and equality of opportunity, providing and/or enabling support to reach existing and new communities using an asset based approach
- Maximise investment into the VCSE in Manchester – working to increase money and resources through development and (capacity building) support, participation, engagement, influence and volunteering.
- Demonstrate strategic links at a local, regional and national level, utilising intelligence and robust analysis of need to inform its work to and with the VCSE and partners in Manchester.
- Enable resources and investment into the VCSE to be aligned to strategic programmes such as the OMVCS Grant Programme and the emerging developments around the Manchester Local Care Organisation (MLCO) and any future VCSE Strategy for the city.
- Enable the VCSE to be a key influencer in strategic commissioning in Manchester
- Add value to the OMVCS Grants Programme and have a clear relationship with the OMVCS Programme Team and other MCC/MHCC teams as agreed.
- Be transparent, open, honest and accountable.

These objectives and outcomes will be actively monitored as part of contract management, which will include regularly assessing progress (against them), any issues, and their relevance throughout the lifetime of the contract.

In order to successfully re-design and procurement the new VCSE Infrastructure Contract a proactive and conscious effort was made to develop a process that was transparent, equitable, and based on the Our Manchester principles and approach, which puts co-design with the VCSE sector at its heart. As a result, co-design with the diverse VCSE and relevant stakeholders has been a key feature, from the review that prefaced the re-design to the procurement process itself. This will continue during the contract management arrangements, with the proposed development of sector involvement in the monitoring of the contract, as well as the VCSE involvement in the work of the

	infrastructure organisation.
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2. About your customer

Do you currently monitor the function by the following protected characteristics?	Protected Characteristics	Y/N	If no, please explain why this is the case and / or note how you will prioritise gathering this equality data
	Race	Y	<p>The previous contract (2013-2019) requirements asked the provider to collect the following data on their service users:</p> <ul style="list-style-type: none"> <li>• “Service usage data</li> <li>• Equalities and locality monitoring data”</li> </ul> <p>This new VCSE infrastructure service contract has asked the provider to collect the following equalities data on their service users:</p> <ul style="list-style-type: none"> <li>• “Equality of access to the service in line with the public sector equality duty”</li> </ul> <p>As the majority of service users are VCSE organisations, the data collected currently monitors the equalities focus of the organisation. The workforce and service user data of VCSE organisations is not collected. Individual equality data is provided for service users of the volunteer centre. The provider also monitors location of VCSE organisations and individual volunteers.</p> <p>This information has and will continue to be used to performance manage and priority set as part of ongoing contract management. Macc also collect and use equality data as part of the monitoring of their own service, including for service design and improvement.</p>
	Gender (inc. gender reassignment, pregnancy and maternity)	Y	
	Disability	Y	
	Sexuality	Y	
	Age	Y	
	Religion or belief (or lack of religion or belief)	Y	
	Marriage or civil partnership	Y	

		<p><i>Workforce of Provider</i>          Previously the provider has not been asked by the contract to provide regular equality information on their own workforce. However, in both the previous contract and the new contract the provider has been asked to provide information on having the right, skills, knowledge and expertise to deliver the contract and also staff training.</p>
<p><b>4. What information has been analysed to inform the content of this EIA?</b></p> <p><b>Please include</b> details of any data compiled by the service, any research that has been undertaken, any engagement that was carried out etc.</p>	<p><b>EIA Data Methodology and sources used</b></p> <p>The conclusions of this EIA are based on a range of sources, including various stakeholder engagement events, current monitoring data, and analyses and learning from initiatives to date.</p> <p><b>Stakeholder Engagement</b></p> <p>As outlined in this report, a key objective of the process has put the co-design with the diverse VCSE sector at its heart. Engagement of other relevant stakeholders, including Members, MCC and MHCC staff, has also been key to the process. Below is a summary of the various stages where engagement took place and feedback has been gathered:</p> <ul style="list-style-type: none"> <li>• Review of infrastructure services. This included an online survey and events across the city to gather feedback (April 2018 – September 2018)</li> <li>• Co-design of the VCSE infrastructure service, including an update to the Communities and Equalities Scrutiny Committee (September 2018 – December 2018)</li> <li>• Consultation on co-design recommendations, including an update to the Communities and Equalities Scrutiny Committee (January 2019 – March 2019)</li> <li>• VCSE Reference Group (May 2019 – September 2019)</li> </ul> <p><b>List of other documents and information sources used:</b></p> <ul style="list-style-type: none"> <li>• Monitoring data of the infrastructure service contract</li> <li>• Review of the VCS infrastructure service (September 2018)</li> </ul>	

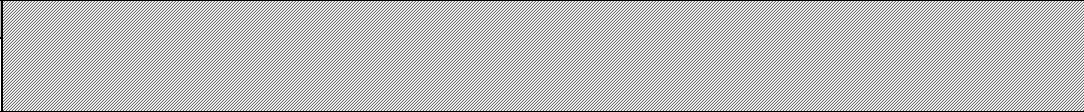
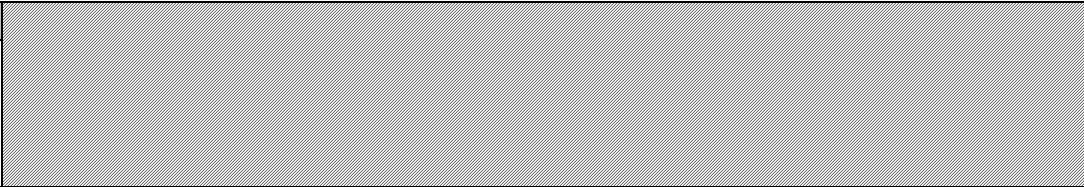
- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• EIA and gap analysis (2018) from the first round of the OMVCS grant programme</li><li>• Learning from the delivery of Our Manchester initiatives to date</li></ul> |
|--|--|

3. Delivery of a customer focused function

Does your analysis indicate a disproportionate impact relating to <b>race</b> ?	Y	N	
		X	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p>The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. However, based on feedback and learning from previous co-design processes there were specific measures put in place to ensure there was no adverse impact on race, including;</p> <p><b>Joint Review</b> One of the VCSE focus groups was specifically held with the ‘Manchester BME (Black and Minority Ethnic) Network’ (MBMEN), as part of a series of ongoing conversations with the network following the implementation of the OMVCS Grant Programme.</p> <p><b>Inclusion in co-design group</b> Alongside open invitations to a circulation list made up on the OMVCS grants programme funded organisations and development funded organisations, a number of representatives from BAME communities and smaller voluntary sector organisations were invited to join the co-design group. This included an invitation and offer for two places for the MBMEN which was taken up. The co-design group also involved the Equalities lead from MCC, providing ongoing challenge and support to the process.</p> <p><b>Key priority/objective of the contract</b> A key priority/objective of the contract is as follows:</p> <ul style="list-style-type: none"> <li>• “Enabling, facilitating and supporting participation with communities of identity, and in particular Black, Asian and Minority Ethnic (BAME) communities/organisations is a high priority for this contract. Following consideration of the Council’s wider budget and priority setting for 2019/20, the Equality Impact Assessment (EIA) and gap analysis (2018) from the first round of the OMVCS grant programme and the delivery</li> </ul>		



	<p>of Our Manchester initiatives to date, it was recognised that there was a gap within the support to BAME communities. Therefore, support for BAME communities/organisations in particular has been prioritised. However, the infrastructure organisation/s should also enable, facilitate and support participation with all communities of identities. The infrastructure organisation/s will be expected to demonstrate how they will respond to this priority.”</p> <p><b>Outcomes</b> A key outcome for the contract is as follows:</p> <ul style="list-style-type: none"> <li>• “Enabling, facilitating and supporting participation with communities of identity, and in particular Black, Asian and Minority Ethnic (BAME) communities/organisations. This should include creating mechanisms that help to facilitate diverse voices”</li> </ul> <p><b>Assessment panel</b> Assessment panel members were chosen based on their expertise in areas that were priorities of the contract. This included an Equalities Specialist from the Equality, Diversity and Inclusion Team (MCC)</p> <p><b>EIA Findings</b> This EIA finds that there has been due regard given to the protected characteristic of race throughout the re-design and procurement process of the VCSE infrastructure contract, and therefore we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on race and more widely the objectives and outcomes of the contract that relate to this priority area and accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.</p>
<p>Which action plans have these actions been transferred to?</p>	<p><b>Mitigating actions to be taken forward:</b> N/A</p>

<p>Does your analysis indicate a disproportionate impact relating to <b>disability</b>?</p>	<p><b>Y</b></p>	<p><b>N</b></p>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>		<p><b>X</b></p>	
<p>Which action plans have these actions been transferred to?</p>	<p>N/A</p>		
<p>Does your analysis indicate a disproportionate impact relating to <b>Gender</b> (including gender reassignment or pregnancy and maternity)?</p>	<p><b>Y</b></p>	<p><b>N</b></p>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>		<p><b>X</b></p>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p><b>EIA Findings</b></p> <p>The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on gender and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.</p>		

	will review and take action to remedy this.		
Which action plans have these actions been transferred to?	N/A		
Does your analysis indicate a disproportionate impact relating to <b>age</b> ?	<b>Y</b>	<b>N</b>	
		<b>X</b>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p><b>EIA Findings</b></p> <p>The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on age and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.</p>		
Which action plans have these actions been transferred to?	N/A		
Does your analysis indicate a disproportionate impact relating to	<b>Y</b>	<b>N</b>	

<b>sexual orientation?</b>			
Please describe the nature of any disproportionate impact/s  Please indicate what actions will be taken to address these	<b>EIA Findings</b> The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on sexual orientation and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.		
Which action plans have these actions been transferred to?	N/A		
Does your analysis indicate a disproportionate impact relating to <b>religion and belief</b> (including lack of religion or belief)?	<b>Y</b>	<b>N</b>	
		<b>X</b>	
Please describe the nature of any disproportionate impact/s  Please indicate what actions will be taken to address these	<b>EIA Findings</b> The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on religion and belief, and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.		
Which action plans have these actions been transferred to?	N/A		

Does your analysis indicate the potential to <i>cause discrimination</i> in relation to <b>marriage and civil partnership</b> ?	<b>Y</b>	<b>N</b>	
		<b>X</b>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p><b>EIA Findings</b></p> <p>The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on marriage and civil partnership, and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner will review and take action to remedy this.</p>		
Which action plans have these actions been transferred to?	N/A		
Does your analysis indicate a disproportionate impact relating to <b>carers</b> ?	<b>Y</b>	<b>N</b>	
		<b>X</b>	
<p>Please describe the nature of any disproportionate impact/s</p> <p>Please indicate what actions will be taken to address these</p>	<p><b>EIA Findings</b></p> <p>The redesign process and the selection of the end provider have each been designed to avoid any disproportionately adverse impact on all protected characteristics and wider diversity considerations. These measures have been outlined in the section above. Therefore, we do not anticipate any adverse impact. However, the infrastructure provider will be required to monitor its impact on carers and more widely the objectives and outcomes of the contract that relate to accessibility to a diversity of VCSE organisations. Where any adverse impact or disengagement is identified, the infrastructure provider and commissioner</p>		

	will review and take action to remedy this.
Which action plans have these actions been transferred to?	N/A

4. EIA Action Plan


Service / Directorate lead: James Binks

Strategic Director: Richard Elliot

Equality Team lead: Keiran Barnes

Actions identified from EIA	Target completion date	Responsible Officer	Is this action identified in your Directorate Business Plan and / or Equality Action Plan? (Yes / No / n/a)	Comments
Monitoring of contract and service provider against the key outcomes and aims listed within the specification. This includes those that link to specific equalities priorities, i.e. engagement with BAME communities and organisations	2019-2024	Michael Salmon	N/A	

5. Director level sign off

Name:	JAMES SINUS	Date:	2-10-19.
Directorate:	CODE - POLICY, PERFORMANCE + EXTOLM	Signature:	

NB: Sign-off must be in the form of an actual signature; not an emailed authorisation.



**Manchester City Council  
Report for Information**

**Report to:** Communities and Equalities Scrutiny Committee – 10 October 2019

**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:**

Name: Rachel McKeon  
Position: Scrutiny Support Officer  
Telephone: 0161 234 4997  
Email: rachel.mckeon@manchester.gov.uk

**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
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
11 October 2018	CESC/18/39 Widening Access and Participation, Leisure, Libraries, Galleries and Culture – Update	To request that data on which wards the users of individual leisure facilities lived in be circulated to Members.	A response to this recommendation has been requested and will be circulated to Members.	Lee Preston, Sport and Leisure Lead
6 December 2018	CESC/18/54 Update on Revenue Financial Strategy and Business Plan Process 2019/20	To ask the Chief Operating Officer (Neighbourhoods) to confirm the implications of the change of management for staff employed at the Powerleague in Whalley Range.	A response to this recommendation has been requested and will be reported back to the Committee via the Overview Report.	Fiona Worrall, Chief Operating Officer (Neighbourhoods)
6 December 2018	CESC/18/56 Overview Report	To recommend that the Chair meet with Councillor Fletcher-Hackwood to discuss how to take forward the suggestion that the Committee	A response to this recommendation will be reported back to the Committee via the Overview report.	Rachel McKeon, Scrutiny Support Officer

		contribute to the review on making misogyny a hate crime.		
7 March 2019	CESC/19/17 Manchester Community Events	To request that a list of groups which were successful and unsuccessful in obtaining funding through the Community Events Funding Programme 2019-20 be circulated to Members, including details of whether the groups have been funded in previous years.	A response to this recommendation has been requested and will be circulated to Members when it is available.	Neil Fairlamb, Strategic Lead (Parks, Leisure and Events)
5 September 2019	CESC/19/30 Review of Advice Services in Manchester Task and Finish Group	To ask the Scrutiny Support Officer to email all Members of the Committee to invite any further requests to join the Task and Finish Group.	This recommendation has been completed.	Rachel McKeon, Scrutiny Support Officer
5 September 2019	CESC/19/32 Manchester's Language Diversity	To ask the Scrutiny Support Officer to circulate the link to the ESOL Advice Service website to Members of the Committee.	This was circulated to Members by email on 20 September 2019.	Rachel McKeon, Scrutiny Support Officer

## 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 **1 October 2019** 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:

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p><b>National Taekwondo Centre 2018/10/19A</b></p> <p>Enter into a 39 year lease with Sport Taekwondo UK Ltd for areas within the building.</p>	Chief Executive	Not before 1st Nov 2018		Briefing Note and Heads of Terms	Richard Cohen r.cohen@manchester.gov.uk
<p><b>Leisure Services - External Ref: 2016/02/01C</b></p> <p>The approval of capital expenditure on external Leisure Services land and buildings.</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Mar 2019		Business Case	Lee Preston l.preston2@manchester.gov.uk
<p><b>Manchester Active Annual Contract Renewal 2020 2019/04/02B</b></p> <p>To consider the renewal of the contract for the delivery of the Manchester Sport and Leisure</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Jan 2020		Contract report and performance report for the 2019/20 annual contract.	Rebecca Livesey r.livesey@mcractive.com

Strategy.					
<p><b>House of Sport (2019/07/26A)</b></p> <p>Remodelling of the Regional Athletics Arena/National Squash Centre to incorporate and accommodate the relocation of sports and related institutions to be known as the House of Sport.</p>	City Treasurer (Deputy Chief Executive)	Not before 3rd Oct 2019		Report to Executive (Eastlands Regeneration Framework – 13.12.17, 25.07.18 (update), 25.07.19) Eastlands Update Executive Report – 11.09.19 & Full Council 02.10.19	Richard Cohen r.cohen@manchester.gov.uk
<p><b>Manchester Regional Arena - Indoor &amp; Outdoor Athletics Track Replacement (2019/08/01A)</b></p> <p>The approval of capital expenditure for the refurbishment works on both the indoor and outdoor athletics tracks at Manchester Regional Arena.</p>	City Treasurer (Deputy Chief Executive)	Not before 30th Sep 2019		Checkpoint 4 Business Case	Neil Fairlamb N.Fairlamb@manchester.gov.uk
<p><b>City Centre Public Space Protection Order (PSPO) 2019/03/01O</b></p> <p>To decide if a PSPO will be introduced in Manchester city centre.</p>	Strategic Director (Neighbourhoods)	Not before 31st Jul 2019		Report with consultation document appended.	Sam Stabler s.stabler@manchester.gov.uk

<p><b>Extra Care - Russell Road LGBT Project 2019/03/01H</b></p> <p>The approval of capital expenditure on the City's Extra Care Programme to develop new build extra care units which will be in the ownership of MCC.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 1st Mar 2019</p>		<p>Checkpoint 4 Business Case</p>	<p>Steve Sheen s.sheen@manchester.gov.uk</p>
<p><b>Contract for the Provision of Domestic Violence and Abuse (DV&amp;A) Refuge and Outreach (2019/07/08A)</b></p> <p>To appoint a provider to deliver a domestic violence and abuse (DV&amp;A) refuge and outreach service</p>	<p>Executive Director of Adult Social Services</p>	<p>Not before 1st Sep 2019</p>		<p>Report and Recommendation</p>	<p>Mike Worsley mike.worsley@manchester.gov.uk</p>

**Communities and Equalities Scrutiny Committee  
Work Programme – October 2019**

<b>Thursday 10 October 2019, 2.00 pm (Report deadline Tuesday 1 October 2019)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Culture Overview	To receive a report which provides an overview of this work, including the Culture Awards, Cultural Impact and the Cultural Ambition Strategy.	Councillor Rahman	Fiona Worrall/Neil MacInnes	
Galleries	To receive an update report on Manchester Galleries.	Councillor Rahman	Fiona Worrall/Neil MacInnes	
Manchester Libraries	To receive an update on Library 2020 and the 2025 vision.	Councillor Rahman	Fiona Worrall/Neil MacInnes	
Archives +: 5 Years On	To receive an update report.	Councillor Rahman	Fiona Worrall/Neil MacInnes	
UNESCO City of Literature	To receive an update report on the UNESCO City of Literature, to include Read MCR.	Councillor Rahman	Fiona Worrall/Neil MacInnes	
Item for Information: Voluntary and Community Sector (VCS) Infrastructure Contract	To receive a further report, to include information on how the Memorandum of Understanding between the GMCA and the GMCVO relates to this work.	Councillor S Murphy Councillor Ollerhead	Fiona Worrall/ Michael Salmon	See December 2018 minutes
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 7 November 2019, 2.00 pm (Report deadline Tuesday 29 October 2019)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
City Centre Public Space Protection Order (PSPO)	To receive a report on the outcome of the consultation for the City Centre PSPO.	Councillor N Murphy	Fiona Worrall/Sam Stabler	Invite city centre Ward Councillors and the Lead Member for the City Centre
Manchester International Festival	To receive a report on the Manchester International Festival, including information on participation in and engagement with the Manchester International Festival 2019 across different communities.	Councillor Rahman	Fiona Worrall/Neil MacInnes	Executive Report
Christmas Offer	To receive a report on the approach to the Christmas festive period in the city for 2019.	Councillor Rahman	Fiona Worrall/Neil Fairlamb	Invite the Lead Member for the City Centre (TBC)
Sport and Leisure Strategy	To receive an annual progress report on the Sport and Leisure Strategy. 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 and to include this in the report, with case studies.	Councillor Rahman Councillor Akbar	Fiona Worrall/Neil Fairlamb	See December 2016 and November 2018 minutes
Widening Access to Libraries, Leisure and Culture	To receive an update on widening access to Libraries, Leisure and Culture to include a focus on protected characteristics.	Councillor Rahman Councillor Akbar	Fiona Worrall/Neil MacInnes/Neil Fairlamb/Keiran Barnes	See October 2018 minutes
Our Manchester Disability Plan (OMDP)	To receive an annual update on the OMDP, to include information on the impact of changes to disability benefits, including Employment Support	Councillor Craig Councillor	Zoe Robertson/ Sam McVaigh/ Fiona Ledden/	Invite Lead Member for Disabled People



	Allowance.	Akbar	Keiran Barnes	
Overview Report		-	Rachel McKeon	

<b>Thursday 5 December 2019, 2.00 pm (Report deadline Tuesday 26 November 2019)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
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> <li>• the variance in spend within the Parks programme and the loss of the potential grant income that is anticipated.</li> </ul>	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Kylie Ward	See Resources and Governance Scrutiny Committee June 2019 minutes
Peterloo	To receive a report on events to mark the 200 <sup>th</sup> anniversary of the Peterloo Massacre.	Councillor Rahman	Fiona Worrall/Neil MacInnes/Neil Fairlamb	
Community Engagement Framework	To receive a report on the Community Engagement Framework which sets out how the Council will engage with residents in Our Manchester.	Councillor S Murphy	Fiona Worrall/Suzanne Grimshaw	
Overview Report		-	Rachel McKeon	

<b>Thursday 9 January 2020, 2.00 pm (Report deadline Monday 30 December 2019)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Public Space Protection Orders around abortion-providing clinics	To receive an update in relation to Public Space Protection Orders around abortion-providing clinics.	Councillor N Murphy	Fiona Ledden/ Fiona Worrall/ Sam Stabler/	See June 2019 minutes
Capital Strategy for Leisure Facilities	To receive a report on the Capital Strategy for Leisure Facilities, to include an update on the Playing Pitch Strategy.	Councillor Rahman	Fiona Worrall/Neil Fairlamb	
Overview Report		-	Rachel McKeon	

<b>Thursday 6 February 2020, 2.00 pm (Report deadline Tuesday 28 January 2020)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Equality Impact Assessments	To consider a selection of Equality Impact Assessments from the budget process, to include the Affordable Housing Policy.	Councillor Akbar	Fiona Ledden/Sam McVaigh/Keiran Barnes	See February 2019 minutes
Overview Report		-	Rachel McKeon	

<b>Thursday 5 March 2020, 2.00 pm (Report deadline Tuesday 25 February 2020)</b>				
Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Community Events Funding and	To receive an update report.	Councillor Rahman	Fiona Worrall/Neil Fairlamb	

Applications				
Business Planning and Equality Delivery Plans	To receive an update report.	Councillor Akbar	Fiona Ledden/Sam McVaigh/Keiran Barnes	
Equality Objectives	To receive an update report.	Councillor Akbar	Fiona Ledden/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 regular update reports on the work of the Community Safety Partnership (CSP) across its key priority areas. To request that this include regular updates on work in relation to accommodation for offenders. To also receive information on child criminal exploitation and a report on men and women in the sex trade.	Councillor N Murphy	Fiona Worrall/ Sam Stabler/ Samiya Butt	See November 2018 minutes
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
Extra Care Housing Options	To receive a report on extra care housing options.	Councillor Richards	Director of Adult Social Services	See February 2018 minutes

		Councillor Akbar Councillor Craig	/Jon Sawyer/ Zoe Robertson	Invite Chairs of Health Scrutiny Committee and Neighbourhoods and Environment Scrutiny Committee and Lead Member for Age Friendly Manchester
Recording Misogyny as a Hate Crime	To receive an update on what actions GMP is taking in relation to recording misogyny as a hate crime.	Councillor N Murphy	Fiona Worrall/ Sam Stabler	See November 2018 minutes
Greater Manchester Ageing Strategy	To receive a report on the Greater Manchester Ageing Strategy and how this relates to the work taking place at a Manchester level.	Councillor Akbar Councillor Craig	David Regan/ Paul McGarry/ Philip Bradley/ Dave Thorley /Sophie Black	See November 2018 minutes Invite Lead Member for Age Friendly Manchester
Begging and Rough Sleeping	To request a further report on begging and rough sleeping, noting that this spans the remit of two scrutiny committees whose Members should have the opportunity to scrutinise it. To request that this report include further information in response to Members' comments, in particular further information on the work to gather evidence in relation to organised begging.	Councillor S Murphy Councillor N Murphy	Eddie Smith/Fiona Worrall/Kate Macdonald/Sam Stabler	See February 2019 minutes Invite City Centre Councillors (TBC)
City Centre Survey Findings	To receive a report on the findings of the City Centre Survey.	Councillor Akbar	Kate MacDonald	Invite ward councillors and Chair of Neighbourhoods and Environment

				Scrutiny Committee
Review of Council's Processes (Accessibility for Disabled People)	To receive a report on the review of the Council's processes to ensure that accessibility for disabled people is fully embedded.	Councillor Akbar	Fiona Ledden/ Keiran Barnes	See June and September 2019 minutes
English for Speakers of Other Languages (ESOL)	To receive a report on ESOL, including the work of Manchester Adult Education Service (MAES).	Councillor Rahman	Angela Harrington/ Julie Rushton	See September 2019 minutes Invite Chair of Economy Scrutiny Committee

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