

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 9 January 2020

Subject: Our Manchester Campaigning Engagement Framework

Report of: The Strategic Director (Neighbourhoods)

Summary

The purpose of this report is to provide the Communities and Equalities Scrutiny Committee with an overview of the external engagement programme for Our Manchester, which aims to support Our Manchester to be more bottom-up and generated by residents.

Recommendations

The Committee is asked to note and comment on the contents of the report.

Wards Affected: All

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| Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city |
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| The approach to resident engagement covers activities that underpin all aspects of the ambitions for Manchester, including the delivery of the zero carbon target for the city. |
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| Manchester Strategy outcomes | Summary of how this report aligns to the OMS |
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| A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities | The approach to resident engagement covers activities that underpin all aspects of the Our Manchester Strategy outcomes |
| A highly skilled city: world class and home grown talent sustaining the city's economic success | The approach to resident engagement covers activities that underpin all aspects of the Our Manchester Strategy outcomes |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | The approach to resident engagement covers activities that underpin all aspects of the Our Manchester Strategy outcomes |
| A liveable and low carbon city: a destination of choice to live, visit, work | The approach to resident engagement covers activities that underpin all aspects of the Our Manchester Strategy outcomes |

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| A connected city: world class infrastructure and connectivity to drive growth | The approach to resident engagement covers activities that underpin all aspects of the Our Manchester Strategy outcomes |
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Background documents (available for public inspection): None

1.0 Introduction

- 1.1 'Campaigning Engagement' is a part of how the Council will engage residents differently in line with the Our Manchester approach. This is one part of a wider approach to resident engagement and compliments the resident engagement work within Bringing Services Together for People in Places. Bringing Services Together for People in Places is Manchester's approach to place based reform - working in partnership with other public and voluntary sector organisations to improve resilience and reduce demand within the city's neighbourhoods. The engagement approach in this context focuses on a joined up approach across partners to enable a consistent message to residents.

2.0 Background

- 2.1 Since 2017, a multi-faceted programme of work has been underway with partner organisations to embed Our Manchester (OM) across the city. Thematic areas include Bringing Services Together for People in Places (BST), embedding Our Manchester in Health and Social Care Integration, and how the Our Manchester approach is embedded within the organisations workforce and culture.
- 2.2 A framework for activity has now been developed focusing specifically on resident engagement and community engagement. This includes:
- how an Our Manchester approach can support and enable communities to be resourceful, so residents are able to do more for themselves, and
 - ensuring that our workforces have the skills and knowledge to be able to do this.
- 2.3 This intensive and detailed approach aims to increase resilience, connect assets and support people to find their own solutions, underpinned by clear and consistent frameworks, tools and skills development that enables coordinated, high quality, meaningful engagement.
- 2.4 The Campaigning Engagement Framework described below is intended to complement and enhance existing work to improve resident engagement, increasing the scale and pace, which is required to deliver the Our Manchester strategy. It is not intended to duplicate business as usual activity or planned programmes of work.

3.0 Campaigning Engagement Framework

- 3.1 Campaigning Engagement comprises three key areas of **informing** (raising the visibility of Our Manchester), **supporting** (encouraging people to get involved, try something new or work differently) and **inspiring** (telling great stories about Our Manchester in action).
- 3.2 This work will support Our Manchester to feel more bottom-up and generated by residents, working with, rather than doing to. In taking this approach it will

increase understanding of Our Manchester and outline the development required to empower frontline staff, who regularly work with residents, across a range of services, to take a more engaging approach.

3.3 There are four key objectives:

1. To build capacity in communities to support the reduction of demand and need
2. To increase trust, building reputation and improving relationships
3. To ensure our workforce have the skills to take an Our Manchester engagement approach to working with people
4. To inspire action in our communities.

3.4 **Objective 1: Build Capacity** (*Support*)

3.4.1 The approach to building capacity is focused in areas where local community action or engagement is weaker than other areas. The EIA gap analysis from the first round of the Our Manchester Voluntary and Community Sector grants programme has helped to identify both geographic locations and communities of interest where further activity is required. This provides support to the often more limited VCS activity in these areas, supporting the development of infrastructure, and enabling resourcefulness within communities and, where possible, reducing the demand or need for services.

3.4.2 This is to be delivered through four key areas:

1. Targeted approach through Our Manchester Investment Fund priority areas:
 - a. Areas in the north of the city – notably Crumpsall, Ancoats and Clayton, Harpurhey, and Miles Platting and Newton Heath
 - b. Wythenshawe – Brooklands, Northern Moor, Baguley
 - c. A focus on increasing the support that goes to services for Black, Asian and Minority Ethnic (BAME) communities and to BAME organisations
 - d. Emerging needs: emerging needs that are being unmet elsewhere, eg a need not being met by MCC/MHCC commissioning, business-as-usual delivery and place- based approaches.
2. Have Your Say events acting as a first introduction engagement mechanism, helping to provide a renewed focus and purpose to those events
3. Working closely with OM Funds team who hold the budget on the Priority Fund, and with Macc who are the current infrastructure organisation providing support for voluntary and community sector organisations across the city.
4. Targeted use of MCC Employee volunteering days, MCR VIP and 'Hour Manchester' to encourage sustainable community action as described above.

3.4.3 A key part of this objective is finding out what residents want and need in an

area and using an Our Manchester approach in how to support this.

3.4.4 For example, in parts of Sharston there are high levels of obesity in year 6 children, and also underused parks. A targeted approach was taken using an Our Manchester approach, to identify the issues and then connect this into wider support opportunities. A case study of how this was started is attached in Appendix 1.

3.4.5 Another example of this approach in action is The North Inquiry. This is working with stakeholders in the north to investigate and make recommendations (for investment) to the Our Manchester VCS Programme Board about how to develop a stronger, more vibrant and thriving voluntary and community sector in north Manchester.

3.4.6 The Panel, chaired by Manchester City Council and consisting of representatives from the VCS, Housing, Health, Commissioning and elected members have been reviewing information, visiting individuals and groups, and inviting contributors to talk to the panel to get a better joint understanding of:

- The present state of the voluntary and community sector in north Manchester
- The history of attempts to increase the level of voluntary sector activity in north Manchester
- The full range of possible approaches to increasing voluntary sector capacity and quality
- Whether or not these approaches should be targeted to specific areas in north Manchester.

The panel met over five months and agreed that a long term approach was required. It proposed a series of recommendations grouped under five themes to develop a stronger, more vibrant and thriving voluntary and community sector in North Manchester. These recommendations are now being progressed by a working group, who are leading on the more detailed pieces of work and activities that form the basis of the OMVCS Programme Boards current and future investment plans.

3.4.7 Another example that has recently commenced, is support for BAME VCS organisations and leaders. The Our Manchester Funds team built on a series of initial conversations with councillors, MHCC colleagues, Prevent and Community Cohesion, the Council Equalities team and a number of VCS contributors about how BAME VCS organisations are engaged with that are working in the city. The team are currently going through a period of engagement with stakeholders across the city, with a view to consolidating all of the discussions and feedback into themes and priorities that they will then be seeking the help of a working group to refine into proposals to be considered for joint investment from MCC and MHCC. The types of things that some of the VCS organisations have mentioned to date are: leadership and mentoring, comms, networks that capacity build the smaller groups, and small grants programmes.

- 3.4.8 Some of these are new initiatives however there are a number of existing programmes that are exemplars of best practise that our 'standards' for engagement should be built upon.
- 3.4.9 For example RADEQUAL is Manchester's campaign to build community resilience and importantly has been co designed with communities. It was launched in Sept 2016 and builds on the city's reputation for being 'RADical' and championing 'EQUALlity'. This programme is aimed at getting into communities and neighbourhoods early, having honest and often difficult conversations and then problem solving to proactively work together to prevent some of the drivers escalating into community tensions, conflict and in some cases criminal activity. A key part of the campaign and pilot is to connect with neighbourhoods and communities from across the city and ensure that the solutions to the challenges identified are shared and owned by all communities.

3.5 Objective 2: Increase Trust and Reputation (*Inform and Support*)

- 3.5.1 This approach focuses on outcomes and creating strong, meaningful relationships based on 'doing what we say we will'. This includes helping people to fix things for themselves, or to work with them to fix it where it is necessary or to enable change, and is based on the principles of Our Manchester: listen and work together for different outcomes.
- 3.5.2 This 'applicable to all'/universal message follows the 'getting the basics right' theme in the Our Manchester three-way push. It is about what everyone can do, the basic, simple, socially responsible element. This approach helps to make the three-way push real for residents – 'what can I do at home, what can I do on my street, and what can I do in my community?'
- 3.5.3 This includes transactional campaigning linked to the themes of environment and place (including tackling climate change), healthy lifestyles and well-being, and understanding what matters to people in places. Tools and support will be available to help people to get started, and work is underway in identifying, creating and developing the networks and opportunities for these themes that build on what is already happening and what needs to happen.
- 3.5.4 The Council also needs to listen effectively, and so this includes effective and engaging consultation. This leads to a "you said, WE (all of us) did" approach. To support this, a new model of Our Manchester consultation is being developed.
- 3.5.5 A report on the council's approach to consultations was provided to Resources and Governance Scrutiny Committee in December 2019 and can be provided on request.
- 3.5.6 Ensuring that there is better/best use of existing resources is a critical part of effectively delivering this objective. These include:
- **MCC Employee volunteering days** in how staff/teams/services can

provide a coordinated/consistent offer to the support communities as well as one-off/ad-hoc days e.g. to be able to offer a work club half a day a week support with job and interview skills over a 6 month period by staff choosing to pool their volunteer leave

- **MCRVIP** - the councils volunteering platform which connects volunteering opportunities across the city. The platform builds on the MCR Volunteer Inspired Programme (VIP), and has been expanded throughout MCC Neighbourhoods Directorate to become a central platform that captures all volunteering opportunities across not only Sports and Leisure, but also, Parks and Green Spaces Libraries, Cultural Events and Galleries and Neighbourhoods as well as capturing calls to action from residents and community groups to get involved in local volunteering opportunities in Manchester.
- **Hour Manchester** - the new approach to Timebanking which will bring together the existing Timebanks that currently operate in isolation in Manchester, along with organisations that are interested in participating in Timebanking, but have not previously had the support or resources to get involved.
- Existing MCC working groups such as The Neighbourhood Service Our Manchester group (TNS OM) provide a directorate-wide focus and enable services to come together to work on a collective action plan around engagement.

3.5.7 Finally, simple and engaging models of crowdfunding need to be explored to help top up or deliver local action. Previous models haven't always had the support and engagement they need, as they were often done in isolation, without engagement activity wrapped around them, and with platforms too complicated for residents to want to participate in.

3.6 Objective 3: Taking OM Approaches to Working with People *(support)*

3.6.1 This objective is about ensuring our workforce have the right skills and knowledge to help them work differently with residents and communities. Whilst these skill-sets do exist across the workforce there isn't currently a universal offer in place that would support for staff to learn and develop new and existing skills. The training and support that is currently accessed is directly by services in directorates based on what they need or are aware of.

3.6.2 Programmes such as the Strengths Based Development Programme (understanding the strength of assets, including those within neighbourhoods and tools and techniques to undertake a strength based conversation) and Person Partner Place (how to take a coaching approach to asset based conversations) provide learning and development opportunities for staff, however, are focused on particular staff groups/cohorts. To fulfil a commitment to support staff to work in a more strengths based, collaborative way there is work underway to fully understanding approaches such as co-production and engagement. Part of this requires a fresh look at the existing offers, what is

missing and how to bridge the gap.

3.6.3 However, training and development is only part of this objective and other factors such as permissions from managers and the willingness to want to work differently are being considered as part of the work programme for this objective.

3.6.4 This workforce approach requires a clearly articulated engagement development and training offer at two levels – practitioner and specialist. Practitioner, for general engagement and supportive OM engagement; and specialist, for community capacity-building engagement. It will also include emerging work around co-production and the development of tools and toolkits, skills development training and opportunities to learn and try new skills, such as:

- Consultation and statutory engagement, letters, toolkits, strengths-based skills/training, ABCD etc;
- what are the things that people need/want/request to help them engage better/using OM approaches; and
- Targeted use of volunteer days to encourage sustainable community action.

3.6.5 This is supported by HROD and the Our Manchester Behaviours Lead.

3.7 Objective 4: Inspire Action (*Inspire and Inform*)

3.7.1 This objective is about the approach to encouraging and empowering people to take action and get involved. It focuses on inspiring others through the way stories are told and share positive news. In doing this will drives recognition of the Our Manchester approach, encouraging and inspiring local residents to:

- Get informed – about services, activities, events and local contacts
- Get involved – in local events and activities, and in improving their local area.

3.7.2 This approach aims to better use existing assets – by using existing corporate channels to better effect, but also by harnessing the influence and reach of our neighbourhood teams and local councillors. A range of activity will be delivered under three themes:

- **Informing** – using council-wide and local channels and influencers to promote opportunities to get involved and be active in local services, events and activities, and to showcase existing Our Manchester activity more widely.

This will take the form of council-wide campaigns to promote Our Manchester approaches, volunteering opportunities and projects, but also the introduction of local elements to a number of campaigns – using neighbourhood-level facts, statistics and content to bring greater local attention to major campaigns like fly-tipping or parks.

- **Inspiring** – using Our Manchester case studies from our neighbourhoods and services and signposting residents to content that encourages and empowers them to become more involved in their local area.
- **Supporting** – using resources and networks more effectively by adopting a more delegated approach to the creation and promotion of content. This will mean supporting a range of teams and services to take greater ownership of the messaging for their areas – working with a range of local partners to co-promote activity. It is proposed to roll out this new approach and support to Neighbourhoods Services first, in recognition of the wealth of Our Manchester activity taking place in our neighbourhoods. This approach will be expanded to support other services throughout the year.

To support this, Corporate Communications will provide guidance, training and tools to allow neighbourhood teams and councillors, if required, to best promote their local services, events and activities and to encourage more local people to get involved in local activity.

4.0 Updated Narrative for residents

- 4.1 To date the Our Manchester narrative has been largely focused on explaining the concept of Our Manchester to staff. This wouldn't work for residents: while it's not complicated, it is focused on 'what we do and how/why we do it' – not what it means for Manchester's citizens. The following outlines a simpler 'elevator pitch' which explains OM and what it means for everyone.
- 4.2 This is a more simple approach, it's the overarching statement of intent that helps to update our shared purpose, explaining the outcomes that everyone is working towards.
- 4.3 The basis of the narrative is:
 - We have a strategy for the city based on the views of thousands of Mancunians, partners and businesses.
 - No one can deliver it alone. We have to work together – differently.
 - To do that, we need to focus on three things – getting the basics right, preventing future problems and working on complex issues together.
 - Examples of what the 'three-way push' will mean in practice.
- 4.4 The refreshed narrative is attached as appendix 2.

5.0 Delivering the Campaigning Engagement Framework

- 5.1 In order to support the delivery of this programme of work, three Our Manchester Engagement Leads are being recruited for a time-limited period of 12 months. This is due to start in early 2020.
- 5.2 There is some capacity that exists across the organisation to take forward this

programme of work, however not at the scale and pace required, or necessarily with the right skill sets. The capacity available also differs across the organisation across directorates where engagement with residents varies due to the requirements of workloads. Services report that they often find it hard to make time and space for this type of work in amongst their workloads but do recognise that this is an intrinsic part of their role and should be part of the mainstream.

- 5.3 Bringing in additional resources to do the work set out in the framework is unlikely to lead to the sustainable change that is required, and would risk a lack of ownership from the services themselves. If this could have been delivered within existing capacity it would have already been done, and one of the greatest challenges is that 'Our Manchester' is often seen as an additional thing to do, rather than a way to do things.
- 5.4 These roles are dedicated capacity to support services to be able to embed this engagement into their everyday so that they can do and it themselves. They will be enabling, promoting and supporting staff in delivering the four objectives of the Campaigning Engagement Framework whilst embedding this way of working into the mainstream, ensuring connections across services within the Council and across the wider system. The areas of focus for these 'Engagement Leads' will be thematic, covering:
- Environment and place, including climate change / zero carbon
 - Healthy lifestyles and well being
 - Understanding what matters to people in places.
- 5.5 It is also proposed that the 'Have Your Say' (local areas/ward) events are included within the scope of this programme and more detail is being developed.
- 5.6 Detail around what the roles of the Our Manchester Engagement Leads will include are detailed in appendix 3.
- 5.7 A similar model has recently worked in Neighbourhoods with the Keep Manchester Tidy Project Manager. This role was created on a short term basis to provide dedicated capacity and support to drive forward the project working with the mainstream to get the buy-in and commitment that is needed to create sustainability beyond the lifetime of the project.

6.0 Recommendations

- 6.1 Members are asked to note the content of this report and provide comments.