



Manchester's Local Area Agreement

Story of Place

December 2007

Manchester – the city and its vision

Energetic, entrepreneurial, radical, multi-cultural – that is how Manchester's people describe themselves.

The city is a thriving cosmopolitan regional capital relentlessly reinventing itself. It's a place where Mancunians are proud of their achievements and don't stop there. They push forward, driven with the knowledge that there is still a great deal to do if everyone is to benefit from the city's opportunities. Over the next decade the determination is to create a city where every person is healthier, happier and wealthier.

Manchester's Community Strategy – '*The Manchester Way*' - sets out the vision that by 2015 Manchester will be a world-class city that meets and exceeds the needs of all residents. It will be a city of opportunities with a population benefiting and contributing to Manchester's success by achieving their full potential and with an improved sense of participation and wellbeing. It will be a city of green desirable neighbourhoods that attract and retain successful people from diverse communities and in which people feel secure and supported.

By 2015, guided by the Local Strategic Partnership (Manchester Partnership) Manchester will be:

- A world class city, as competitive as the best international cities
- A city that meets and exceeds the needs of all residents, with particular regard to those residents who have been socially excluded
- A Knowledge Capital driving education and employment
- A city that stands out as being uniquely enterprising, creative and industrious. An inspirational, welcoming and inclusive city continuously striving to go further
- A city that is well connected, easy to reach and easy to get around
- A city of opportunities which invites and inspires everyone to succeed
- A city whose population is highly skilled, motivated and wealth creating. A population contributing to and benefiting from the city's success with individuals achieving their full potential and enjoying a great sense of participation and wellbeing
- A city of successful neighbourhoods which attract and retain successful people from diverse communities and in which people feel secure and supported
- A pioneering city of the Third Age that values the achievements and contributions made by older people and respects and meets their needs
- A green city proud of its rapidly improving local and global environmental performance and contribution to economic growth.

Where Manchester is today

The people of Manchester have an attitude to life and a way of doing things all of their own. They have edge, they are industrious and innovative. They are proud of what their city has to offer and are happy to share it with newcomers, many of whom stay and become some of Manchester's strongest ambassadors. Manchester people like getting things done, they are ambitious and they use every opportunity they can find to improve their lot.

It is with this drive and foresight that the city's fortune was transformed from decline to growth in less than two decades. Manchester is proud of its achievements, particularly in relation to its entrepreneurial skills. In 2007, it was voted the 'Best City to do Business'; it is one of the largest financial centres in Europe and is ranked as the fourth biggest retail area in the UK by sales. Its economy drives the Manchester city region and the wider regional economy, generating GVA of £47 billion - almost half the region's total GVA. The City Region partners have identified the key sectors of the economy that have the potential to grow: the financial and professional services sector; creative and media industries; ICT and life sciences and this growth with its opportunity and benefit must be available to everyone in the city.

A highly developed and efficient transport system, one that includes the UK's most successful tram system – Metrolink – supports the city and its people. In order that congestion does not hinder economic growth, the Association of Greater Manchester Authorities (AGMA) has made a bid through the government's Transport Innovation Fund for £3 billion of infrastructure investment which, if successful, would be the biggest and most far reaching transport investment programme outside London. Transport serves local people and the Partnership works to provide an efficient reliable service and to remove barriers such as inadequate services or high fares which can impede residents from accessing training, education, jobs and services.

On the international stage, Manchester has further developed its reputation as a tourism and cultural destination by building a unique brand in 'Original Modern'. This branding captures the history, ambition, edginess and energy of the city and its people and was developed and adopted by all the region's partners. Manchester's International Festival in 2007 received national and international acclaim and provided the ideal opportunity to showcase newly commissioned original modern performances, art and popular entertainment.

This picture of economic improvement is relatively recent. In the 19th century Manchester was at the heart of a global industry. However, by the mid 1900s unemployment escalated as manufacturing industries declined. Between 1950 and 1980 the inner city lost more than half its residents. The population dropped from 703,000 in 1951 to just 434,000 by 2001 and this scale of decline left the city with deep rooted social problems. With focus and planning Manchester has started to reverse the population trend and there has been year-on-year population increase since the beginning of the millennium. This is a key priority in Manchester and the aim is to increase the population to 480,000 by 2015.

Alongside the loss of jobs in the 1980s came the deterioration in housing and Manchester was left with neglected terraced houses and social housing estates that reflected the lack of hope felt by those living in them. With high levels of social housing and low levels of owner occupied homes, together with a growing private rented sector supporting a poor, transient population, Manchester's housing was unable to keep successful working people within the city's boundaries. Retaining people in Manchester and creating sustainable neighbourhoods is a priority and huge strides are being taken through Housing Investment Options, Housing Market Renewal, Growth Points bid, Access to Affordable Housing policy and other strategic plans driven by partners and assisted by financial support and growth grants to create desirable neighbourhoods in which people choose to live and stay.

Most of these achievements are the result of strong public and private sector partnerships, a way of working in Manchester that has been developed intensively over the past two decades. Some of the most striking regeneration success stories in the UK have emerged as a result of public and private sector partnerships, starting with Hulme in the 1980s, when the first regeneration model for breathing life back into an area affected by urban decay was established. Partnerships delivered the Commonwealth Games in 2002; they rebuilt the city centre after the terrorist bomb in 1996; and they built the single largest commercial development outside London at Spinningfields. Partnerships are delivering new social housing for the modern age, children's Academies linked to the growth sectors in the economy, and world-class sporting and cultural events such as the Manchester International Festival in 2007. Partnerships are key to the plans for social change and Manchester Partnership (LSP) leads the way in delivering the Community Strategy.

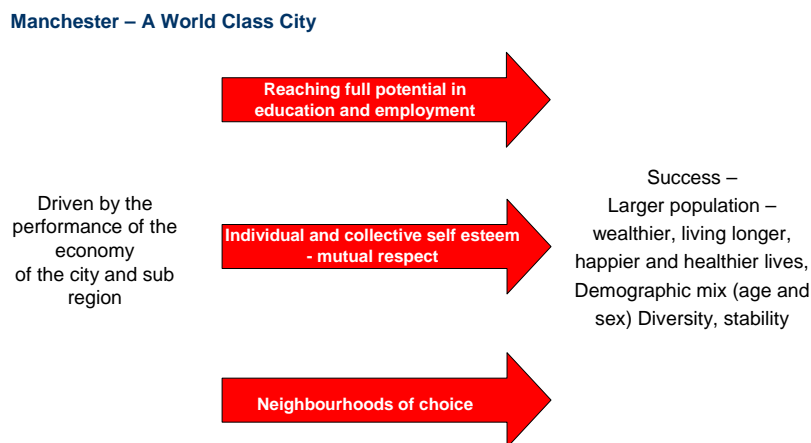
The Partnership is keenly aware of the enormity of its task because in spite of consistent GVA growth over the past five years, the latest Indices of Deprivation rank Manchester as the fourth most deprived area in England with performance lagging behind national averages in worklessness, educational attainment, skills, life expectancy, crime and housing conditions. There are approximately 60,000 people in Manchester who are in receipt of workless benefits which represents nearly one quarter of the working age population. This creates a major obstacle to continued economic growth and to address this the City Strategy is tackling the scale of the problem with innovative partnership approaches.

Manchester knows what it needs to do

The priorities for Manchester people stated in the Community Strategy 2006-2015 emerged after extensive community engagement. Public services, Community Network for Manchester and voluntary groups, working with residents within their communities, produced valuable information on residents' concerns. A Quality of Life survey canvassed 10,000 households in 2006; young people spoke in forums associated with regeneration programmes – forums such as the Powerhouse Young People's Forum in Moss Side. Community Champions worked with residents during annual 100

Days Challenge events to understand their concerns. Black and Minority Ethnic groups through Agenda 2010 met and articulated their issues. To this was added resident surveys, Oxford Economics employment forecasts, Housing Market Renewal studies and the Changing Neighbourhoods Study and a plethora of city and neighbourhood evidence. By analysing the information gathered the priorities for Manchester were identified.

To address these priorities. The Manchester Partnership agreed a delivery path that is articulated in the diagram below. This diagram combines the vision in the Community Strategy and focuses it into a framework with three spines.



The three arrows at the centre of the diagram are the core drivers. They take the economic success described on the left and connect it to the better outcomes for Manchester people described on the right. The arrows are called spines because they cut across and support all of the actions that need to be taken in order to address Manchester’s priorities. The pre-requisite to the spines is to create the conditions for sustainable economic success.

The first of the three spines is for more people in the city to connect to the economic success and to achieve their full potential through education and employment. Recognising that people who reach their full potential often choose to leave the city, the third spine is to build truly sustainable communities where people choose to live because of the quality of life on offer. The middle spine connects and supports the other two. This recognises that public services on their own cannot achieve these things. Partner agencies will facilitate and support individuals and communities to achieve their full potential, to raise their ambitions, to have mutual respect both for themselves and their communities.

The first State of the City report on delivering the Community Strategy was produced for the year 2006/07. This provided a snapshot of what had been achieved against the spines framework. In analysing the data the Partnership recognised that particular attention was needed in relation to resident wages;

on aspiration and wellbeing; on children having the right skills, aspirations and competencies to access local jobs; and on maintaining community cohesion.

Manchester's Challenges

Manchester is faced with specific challenges. Social and economic gaps are narrowing, but still half the population live in the worst 10 percent of deprived wards in the country and there are high levels of transience. Unemployment stands at 3.4 percent as compared with a UK rate of 2.1 percent (October 2007). Too many people who achieve wealth through working in the city then choose to live outside of the city's boundaries.

Our demographic mix is also changing with more working age residents and increasing numbers of residents from EU Accession States and African countries relocating to Manchester. These changes have identified key challenges which require us to develop our approaches to integration and cohesion across the city. School census data, which can be used as a proxy for change across the city, shows a tendency of some cultural groups to locate in particular wards. Detailed work is continuing to analyse the changing migration and demographics of neighbourhoods to gain a better picture of these changes.

Preventing premature death from the major killers such as heart disease, cancer, respiratory and digestive diseases will help to improve overall life expectancy. Effective prevention programmes will also increase the number of years Mancunians live free from chronic health problems (Health Life Expectancy). Manchester is one of 70 designated spearhead local authorities whose residents experience poor health outcomes and although male life expectancy in Manchester is still the lowest in England, and female life expectancy the fourth lowest, there are promising signs of improvement. A recent report showed that Manchester ranked 15th best out of the 70 spearhead authorities for men and had reduced the life expectancy gap by more than the required trajectory showing that the city is on track. For women, the city ranked 28th and is therefore slightly off track in terms of the required trajectory. By building on some of the good progress that has been made, and targeting efforts on those interventions that will have the greatest impact in the short to medium term, there is renewed confidence within the Manchester Partnership that health inequalities within the city, and between Manchester and the rest of the country, can be tackled effectively.

Manchester has experienced an increase in the under-18 conception rate since the start of the decade and now has the third highest rate in England. In parts of our city more than one in 10 young women conceive before their 18th birthday. Having children at an early age can damage young women's health and wellbeing and can limit their education, career and economic prospects. Although young people can be competent parents, children born to teenage mothers are more likely to experience negative health outcomes during infancy and childhood than those born to older parents. Reducing the number

of teenagers who become parents is therefore central to local efforts to address health inequalities and social exclusion.

It is further recognised that there is a need for licensed premises to take more responsibility in promoting sensible drinking and helping to develop a change in the hard drinking culture practised by some people in the city. Wellbeing must be supported also with quality parks, river valleys and green spaces and with creative initiatives that encourage resident and business participation such as the 'Wildabout' campaign which engaged thousands of individuals in improving their environment and which, in turn, developed community cohesion by bringing people from different backgrounds together.

Independent assessments show that the quality of educational provision is improving in Manchester's schools and most are judged by Ofsted to be 'good'. Manchester's results in the core subjects of English, maths and science at Key Stage 2 are improving at a faster rate than the rate of improvement nationally. However, in 2005, 23 of the 136 primary schools did not reach the national floor target of 63 percent in either English or mathematics. At secondary level, overall results are still below national averages and in 2005 four of the 23 high schools did not meet the national floor target at Key Stage 3 in any subject, with 13 schools not meeting the target in science. At Key Stage 4, where the greatest improvement in education attainment has been made and where results have risen for five or more A*-C grades at GCSE by more than 10 percent since 2002, those results, including maths and English, fall behind the national average with just 29 percent of Manchester students gaining five A*-C compared to 45.9 percent nationally. At December 2006, 10.9 percent of young people aged 16 to 18 were not in education, employment or training and although this is an area of improvement with a reduction from 13.6 percent when the baseline was set in November 2004, in January 2007 youth unemployment in Manchester stood at 11.3 percent as compared to 11.5 percent nationally. Raising standards of attainment clearly remains a target for the city.

There has been a fall in violent crime by 14 percent since 2006/07. Manchester has set a challenging target which is to reduce overall BCS crime by 25 percent at the end of 2007/08. We are currently projected to achieve 22.9 percent and a range of focussed actions are currently underway to get us to the target. Performance is showing a marked reduction in overall crime, particularly domestic burglary, theft of a vehicle, vehicle interference and theft from an individual. Areas for further improvements are theft from a motor vehicle, criminal damage and theft of a pedal cycle.

Tackling Anti-Social Behaviour in the city is a key challenge for Manchester Partnership. In Manchester the most visible signal of disrespect - serious anti-social behaviour and disorder - is tackled not tolerated, sending out a clear message to those responsible. But there is a huge amount still to do. Overall 29 percent of Manchester Residents perceive high levels of anti-social behaviour in their local area. In 2006/07 the Best Value survey showed that over 68 percent of residents reported that parents failing to take responsibility was the biggest problem in their area. As one of the UK's Respect areas, this

programme will enable us to build on our efforts to tackle anti-social behaviour and its causes.

Reductions have been achieved in the level of recorded flytipping following sustained enforcement and campaigns, however resident surveys still show that they want to see more improvements in the local environmental quality, particularly in terms of reducing levels of litter. There is a continuing need to ensure business compliance and individual environmental responsibility. Our neighbourhoods need to become more self sustaining and the aim of 60 percent owner occupation by 2015 will add strength to achieving this aim.

Improving and delivering

There is a great deal to do to achieve the vision and Manchester Partnership has a strong delivery framework and robust performance management already in place. The model of 'Team Manchester' extends beyond the Town Hall and seeks to embrace the contributions of everyone who lives, works and invests in the city. The benefits of having many diverse and strong partnerships within the city, and between the city and its regions, will be enhanced by the development of a good governance framework. This will provide the tools and techniques for partnerships to set up, operate, monitor and review themselves in order to ensure accountability and better outcomes for residents. Accountability is paramount and the Local Area Agreement in 2008 will improve accountability between partners.

There is a three-tier structure for delivery: City-wide through the Community Strategy with the Local Area Agreement; District-wide through area regeneration frameworks and district administrative arrangements; at neighbourhood level through ward co-ordination and neighbourhood partnerships. In addition the city is in the process of developing area structures in order to more effectively align public services. For instance, Crime and Disorder is addressed at ward level through Neighbourhood Partnerships, Local Tasking meetings and Area Case Panels, and at District level through Partnership Business Groups. Capacity to deliver high quality public services tailored to specific needs at neighbourhood level will continue to be built. Enhanced sub-regional governance arrangements through the Multi-Area Agreement provide the opportunity for the city and wider conurbation to drive real improvements in employment, skills and productivity and we are working with sub-regional partners to ensure arrangements are robust and in place as soon as possible.

Manchester is developing a shared commissioning strategy for improving health, wellbeing and life chances in Manchester. All organisations responsible for health in Manchester are working together more closely than before to improve services that make a difference to people's health and life chances. Adult services are developing a personalised approach to their delivery.

Services to children and young people have been radically reformed with the creation of six district panels that bring together a range of workers from different agencies to deliver comprehensive services to children, young people and their families. All staff are in one of 14 locality teams and report into the six district management panels.

But it is not only public and private sector partnerships that are delivering change. The residents of Manchester indicated that they wanted to play a part in achieving the vision and embarked on a way of solving community problems at street level and at area level. Groups of individuals came together locally, they identified something that they felt they could do that would make a difference, and they agreed on the activities. These have been formalised into local agreements known as Mancunian Agreements and currently seven are working successfully. Each draws together a combination of schoolchildren, Community Guardians, Environmental Officers, Police Community Safety Officers, local businesses and other agencies and each has at its core a group of residents. Residents are also generous with their own time and volunteering in Manchester is well established and is a legacy from the 2002 Commonwealth Games – a legacy as every bit as important as the stadia, the improvements in infrastructure and the changed image of Manchester and the North West.

The Partnership recognises that much has been achieved through Neighbourhood Renewal Funding and this will be built upon in identifying shared priorities for the new Working Neighbourhoods Fund and other strategic resources.

Manchester is getting on with the job. With its priorities firmly in mind, Manchester is keen to try innovative new ways of working to effect positive change. Current initiatives include:

- Guns and Gangs – Manchester has been selected as a demonstration area for the Local Area Agreement in relation to the presence of guns and guns within some of our communities.
- Reducing worklessness and raising resident Wages – this is a priority with the Public Service Board within Manchester Partnership and a multi-service approach to moving residents into work, keeping them in work, and moving them up the skills and earnings ladder is in progress through the City Strategy initiative.
- Aspiration and Wellbeing – Manchester is developing personalised services for adults and is participating in six pilot projects as part of the Local Wellbeing Project with the Young Foundation with a view to expanding the work to the mainstream
- Children and Young People – a multi-agency whole-city approach to engaging young people as residents, or involving them by expanding parenting programmes. Work is also in progress on innovative ways to address young people who are not in education, employment or training (NEET)
- Community cohesion – Working with newly arrived young people to help them understand their ‘sense of place’ has been explored through

the Routes Project; welcome packs for university students; information packs for newcomers to our communities and through innovations such as the Mancunian Agreement in Harpurhey – *Communities Together*.

- Festivals and events reflecting people's cultures have become developed and are now fixed celebrations in our annual calendar.
- Commissioning – developing improved commissioning for Area Based grant and other extra resources and improved commissioning for mainstream resources aligned to LAA priorities.
- Environmental performance and responsibility- development of a citywide approach to tackling climate change, sustainable waste management and to achieving world class public realm and green spaces which communities value and use. To achieve this through consensus building, sharing of best practice and joint targets which encompass the partnership as a whole, together with the business and community sector.

A Local Area Agreement for us

Our priorities have been systematically identified from consultations and intelligence gathering as evidenced above. A delivery framework for the Community Strategy exists and is one that incorporates quarterly monitoring, evaluation, analysis and challenge.

Our suggested Local Area Agreement targets will address areas where intervention will make the biggest difference in solving problems affecting the lives of people in Manchester. To summarise, our priority areas for our LAA are:

Reaching full potential in education and employment

- Children
- Health enabling people to reach full potential
- Parenting
- Resident wages / Skills
- Education (attainment / attendance)
- Routes into work
- Cultural involvement to enable individual change

Neighbourhoods of choice

- Housing
- Crime and disorder
- Environment
- Local services
- Population change / stability
- Cultural activities to promote local ownership of neighbourhoods
- Developing a sense of place and community pride

Individual and collective self esteem / mutual respect

- Aspiration / well-being / happiness
- Localised / personalised services in partnership with residents and organisations
- Changing demographics of the city and community cohesion
- Personal and business responsibility to give respect to make Manchester feel safer, cleaner and greener

Sustainable economy

- Economic growth and competitiveness
- Transport
- Taking a lead in developing a green city

Multi Area Agreement

- link to the MAA with its focus on competitiveness (including links to transport, housing and planning), economic development, skills and employment.