

Manchester's Story of the City Report

2008/2009



Prepared by Manchester Partnership
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MANCHESTER
CITY COUNCIL

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1. Introduction

- 1.1. The Manchester Partnership, our Local Strategic Partnership, tackles the toughest problems residents say affect their lives. By bringing together health, education, transport, police, local people and others, significant improvements are being made.
- 1.2. This joint working drives the clear priorities of our Community Strategy 2006–2015 (the Manchester Way). It is also improving performance towards the stretching targets of the city's three-year Local Area Agreement (LAA).
- 1.3. Story of the City is an introduction to three key statistical reports published annually by the Manchester Partnership:
 - **State of the City Report 2008/2009** – this is an annual position statement on Manchester's current performance, which looks at whether things are improving or getting worse across key areas and priorities.
 - **State of the Wards Report 2008/2009** – this focuses on the various neighbourhoods of the city, with analysis of key Community Strategy indicators at a neighbourhood level.
 - **State of the City: Communities of Interest Report** – This focuses on the city's diverse population, analysing indicators from a community perspective.
- 1.4. A further report – Future of the City Report – will also be published, setting out the priorities for the coming year within the Manchester Partnership's improvement programme.
- 1.5. Story of the City introduces these reports in the context of the everyday lives of our citizens. We will refer to case studies that illustrate initiatives and activities that have contributed towards improving the quality of life of local people. We hope you will find it both interesting and informative.



2. Manchester – original and modern

- 2.1. Our city has a history of creativity and innovation; it is vibrant and ambitious and has developed through energy and enterprise. Manchester welcomes people from all over the world for the contribution they can make. The diversity of Manchester's communities has helped shape the city's success and style.
- 2.2. The city is a hub of business, investment, education, creativity, culture and community activity that rivals any other city in the UK. Manchester is also a city of change. Manchester is the powerhouse of the north west region. It is the north west's regional capital, the second most visited city in England and the number one choice for further education students.
- 2.3. However, Manchester, along with the rest of the UK, now faces the most severe recession for over fifty years. Our economy is strong and diverse and so we are in a good position to weather the storm, and well placed to make the most of the recovery when it occurs. We are also very aware of the need to make sure that our residents and businesses get the best quality of support they need during these difficult times.
- 2.4. Manchester's Community Strategy provides the framework for the improvement of the city. The Strategy identifies 'spines' as conditions that are essential for the city's success, and drivers of it:
 - Reaching full potential in education and employment
 - Promoting individual and collective self-esteem – mutual respect
 - Creating neighbourhoods of choice.
- 2.5. These spines are in turn driven by the performance of the economy of the city and subregion.
- 2.6. More information on how the city is changing can be found in the State of the City Report.

3. Easing the effects of the economic downturn

- 3.1. Manchester City Council and its partners are working together and with the Government to give individuals, communities and businesses the best possible support through the economic downturn.
- 3.2. The Employment, Skills and Enterprise Board takes responsibility for the performance management and overall delivery of economic, employment and skills objectives set out in the Community Strategy and contained within the Multi-Area Agreement and Local Area Agreement targets agreed with Government.
- 3.3. Through Jobcentre Plus and the Learning Skills Council the Partnership is working on getting people into and back into work and improving their skills. It is also working with the Chamber of Commerce to support businesses and with the NHS to support people in distress.
- 3.4. Working together with partners at the Greater Manchester Chamber of Commerce and with support from local businesses, the Council has developed the Helping Hand initiative. A Helping Hand website has been developed, which focuses on five clear areas – jobs, money and debt, homes, business and 'free stuff' – see www.manchester.gov.uk/helpinghandonline
- 3.5. Manchester City Council and the Greater Manchester Chamber of Commerce have teamed up to create Timebank, a scheme that allows organisations to receive free business advice from some of the region's best professional consultancies and support agencies.
- 3.6. There is further information on the economy of the city in the State of the City Report.



4. Reaching full potential in education and employment

- 4.1. Along with the challenges the recession brings, Manchester also has some less positive socio-economic statistics and the challenges are huge. There are too many people not working; schools' results are improving but lag behind the national average, making it less likely that Manchester's young people will have the skills needed to support the future economic growth of the city; and too many people suffer from ill health, with poor lifestyle choices a key contributor to early mortality rates.
- 4.2. Our priorities are:
- Routes into work for young people
 - Raising residents' wages and skills and increasing employment
 - Improving education with better attainment and attendance
 - Supporting positive parenting
 - Promoting health and wellbeing
 - Encouraging cultural involvement to enable individual change.

Case study:

Positive progressions for young people

The Fast Forward Project is a joint Manchester City Council and Connexions project, which offers support to young people receiving out-of-work benefit, helping them progress into employment, education or training. The project offers continued support to young people who have accessed the Connexions service and are not eligible for further support with their job search, and also continues to provide careers advice and guidance together with a range of motivational and vocational activities. The project workers offer intensive one-to-one support to help young people progress into employment, education or training.

- 4.3. The Manchester Partnership has set an ambitious target of reducing the number of out-of-work benefit claimants by 12,500 by 2010. Twenty-four target areas have been identified where the largest numbers of workless residents live, and also where in recent years worklessness has been on the increase.
- 4.4. Through the Community Strategy, worklessness is measured using the count of Jobseeker's Allowance (JSA) claimants, Incapacity Benefit (IB) claimants and Lone Parents claiming Income Support (LPIS). Recently in Manchester both volumes of IB and LPIS have been reducing steadily, but we recognise there remains a challenge to reduce the number of JSA claimants in the current economic climate.
- 4.5. The number of children achieving five GCSE A*–C has improved at a greater rate than in similar councils and met the local target. More schools have met floor targets for subjects including English and Mathematics. Key Stage 2 performance has improved at a greater rate than similar councils and more schools have met the floor targets. Key Stage 3 results have also improved.
- 4.6. There is further information on all these issues in the State of the City Report.



5. Promoting individual and collective self-esteem – mutual respect

- 5.1. For people to work and live well together, they need to have both high levels of self-esteem and mutual respect for their colleagues, neighbours and other residents of the city. Progress in delivering this priority will be measured by delivery of the targets in the Local Area Agreement.
- 5.2. Our priorities are:
- Promoting aspiration, wellbeing and happiness
 - Building social capital
 - Supporting vulnerable residents
 - Promoting and supporting community cohesion
 - Developing localised and personalised services in partnership with residents and organisations.
- 5.3. The Manchester Community Engagement Strategy takes forward the important task of developing citizen engagement and empowerment. Surveys have shown there is an above national average percentage of respondents who believe they can influence decision-making.
- 5.4. Building social capital continues to be one of the key priorities of the Community Network for Manchester (CN4M). Social capital is the individual and communal time and energy available for community improvement, social networking, civic engagement and personal recreation – things that create social bonds between individuals and groups – helping community members to collaborate to achieve mutual benefits.
- 5.5. The Learning, Skills and Employment Network, one of the thematic networks of CN4M, has explored the relationship between social capital and adult informal learning, culminating in a high-profile conference in the city in March 2009. The outcomes of the conference have been adopted by the Wider Learning Partnership and together with the proposals laid out in the White Paper 'Communities in Control' will be built into future policies and strategic plans.
- 5.6. The Manchester Partnership works with the voluntary, community and faith sectors through a working group, whose aim is to provide leadership to influence the Third Sector. Its activities are focused around promoting the development of the thriving Third Sector in Manchester and creating an environment that actively encourages and supports volunteering.
- 5.7. The group helped to develop the Manchester Compact – the agreement between the Council and the broader voluntary and community sector on minimum standards for engagement and participation in decision-making.

Case study: Respect work

The Respect work (Respect Action Weeks and Respect Action Neighbourhoods) has reduced crime in areas where it has operated, and has proved a successful model for both addressing the concerns of residents and reporting back on the action taken by the Partnership as a result. For example, the Woodhouse Park Respect Action Neighbourhood ran over ten weeks and in terms of overall serious violent crime and serious acquisitive crime, there was a 40% reduction compared with the same period in the previous year.



6. Creating neighbourhoods of choice

- 6.1. Our vision has focused on making Manchester a world-class place for people to live, to invest, to visit and to work, and our approach to regenerating Manchester has established it as a world-class regional capital city. It will be a city of opportunities, with a population benefiting from and contributing to Manchester's success by achieving its full potential and with an improved sense of participation and wellbeing. Manchester 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.
- 6.2. Our priorities are:
- Quality sustainable physical environment
 - Safer communities
 - Quality and choice of housing
 - Developing locally focused services
 - Encouraging and supporting cultural activities to promote local ownership of neighbourhoods
 - Developing a sense of place and community pride
 - Cleaner and greener city
- 6.3. The Manchester Partnership works with local people and their elected representatives to ensure that it understands the needs and circumstances of the people of Manchester and the diverse neighbourhoods across the city. It uses a wide range of innovative methods to consult with local people and provide them with opportunities to improve their lives and shape services. As a result it has driven significant improvements in the quality of life and life outcomes for our people.
- 6.4. The Partnership invests in community development to support and enable people, particularly those who are most disadvantaged and marginalised. For example, engaging local people on health and adult social care takes place through a diverse range of mechanisms, including Talking Health, the new Local Involvement Network (LINK) service, the Carers Forum and the Manchester Health Inequalities Pool's Community Network.

Case study: Preventing gun and gang crime

A number of successful initiatives, such as the Greater Manchester Police X-calibre Team, and Operation Cougar, have led to a reduction in gang-related and gun crime. Gun crime/discharge rates have markedly reduced over the last year. Since the end of the multi-agency Tackling Gangs Action Programme, there has been a 90% reduction in the number of gang-related firearms discharges. The Manchester and Trafford Violent Gangs Board is a multi-agency and cross-border strategic body that aims to eradicate gun crime. Multi-Agency Public Protection Arrangements (MAPPA) provide a co-ordinated approach to managing the risks presented by dangerous offenders.

- 6.5. Councillors act as champions for their local communities, speaking out on issues affecting their local area and being able to sort out issues on the ground. They play a key role in representing the views of our community.
- 6.6. The ability of local councillors to champion the interests of local people is enhanced through the overview and scrutiny function, which enables councillors to review service outcomes and the Partnership's performance in delivering the Community Strategy and Local Area Agreement.
- 6.7. Cultural opportunities in the city contribute significantly to the local economy and have a key role in the delivery of neighbourhood-based services, from libraries, sports and parks, to local events and festivals. We have developed a cultural strategy called 'Our Creative City' to deliver on community strategy priorities.

Case study: North Manchester – Crumpsall Carnival Parade

The Carnival Parade Arts Workshops matched four Crumpsall schools with city-wide creative artists and companies to create the content of the 2008 Carnival. Young participants learnt a range of creative, arts-based techniques and skills to enhance, develop and increase engagement with the local community in this long-standing community event. The project continues to generate enthusiasm from all involved, as well as developing stronger links between different sections of the community that are already discussing the development of the project in 2009.

- 6.8. At a city level Manchester holds a number of successful summer festivals during the year – the Manchester International Festival brings some of the world's most exciting artists to the city for 18 days of art, music, theatre and food; the 24:7 Theatre Festival presents numerous brand-new 60-minute theatre productions in a variety of exciting non-theatre venues in central Manchester.

7. Tackling inequality and disadvantage

- 7.1. Manchester's Community Strategy is focused on improving the quality of life outcomes for all its communities. The three spines are all about helping people to reach their full potential, creating neighbourhoods of choice and raising individual and collective self-esteem/mutual respect, regardless of race, sexual orientation, gender, age, disability or religious and belief systems. Our LAA priorities include reducing child poverty, teenage conceptions and childhood obesity.
- 7.2. The Homelessness Service has employed specific workers to provide support for black and minority ethnic (BME) communities and the lesbian, gay, bisexual and transgender (LGBT) community. The service also has a support service for older people.
- 7.3. The Place Survey enables the Partnership to identify inequalities or differences. We are currently developing a Community Change and Perception Monitoring Tool, piloted through the North Manchester Community Cohesion Project. It will capture softer qualitative information from communities and neighbourhoods across the city by officers working on the ground. It will provide an early warning of population changes, the impact of these changes and the potential tensions and challenges they may create so they can be proactively responded to through neighbourhood level working.

Case study: Black and minority ethnic community

The Agenda 2010 Partnership has strong links with the Manchester Council for Community Relations (MCCR) and the BME Network, which has a membership of over 200 organisations. The Network engages with the different BME communities on issues concerning race equality.

The Reaching Out project, funded by the Working Neighbourhoods Fund, engages with BME communities to raise awareness about drugs and alcohol services. Attendances at open days and community events organised by the Reaching Out Team have proved popular, as has the confidential helpline.

- 7.4. The State of the City and State of the Wards Reports provide a good understanding about the priorities for tackling inequality and disadvantage in the city and the progress being made year on year. The State of the Communities of Interest Report provides further such analysis across the equality strands and other emerging interest groups.

8. Towards a greener city

- 8.1. Climate change is a major global challenge that the city is committed to facing, and we must work together to cut carbon emissions and adapt to climate impacts. Manchester's Green City Team, with the Sustainable Neighbourhoods Partnership Forum, has introduced the Manchester Climate Change principles.
- 8.2. These principles were developed into a delivery plan called Climate Change Call to Action. This describes how taking action on climate change is integral to delivering the priorities of the Community Strategy. It does this through the economy:
 - by encouraging businesses to respond quickly and appropriately to climate change policy, legislation and the potential for growth in low-carbon technologies and services
 - through education and employment by helping residents to understand that living in a low-carbon, climate-adaptable city will result in a better quality of life
 - through neighbourhoods of choice by creating energy-efficient homes and promoting the use of public transport.

Case study: Green city

An Environmental Strategy Portfolio 2009/2010 has been developed. This has included the creation of a multi-agency Environmental Strategy Programme Board. The programme of work under this portfolio is made up of 19 projects, including the implementation of the Climate Change Call to Action document and its 2009 Action Plan, developed jointly by the Council's Green City Team and Sustainable Neighbourhoods Partnership. Environmental Campaigns staff have delivered a programme of climate change clinics through the 100 Days campaign.

- 8.3. There is further information on our 'cleaner and greener city' in the State of the City Report.



9. Towards a healthier city

- 9.1. High-level outcomes in relation to adult health and social care are moving in the right direction, with the life expectancy gap for men and women narrowing and many other key indicators – including all-age, all-cause mortality, self-directed care, carers, cardiovascular disease, cancer and suicide – being on track.
- 9.2. A Local Involvement Network (LINK) has been established and is working to improve health and social care. Positive feedback has been received as part of the World Class Commissioning assurance process. Manchester's Joint Strategic Needs Assessment has been identified as a model of good practice in informing commissioning priorities by an independent inquiry into healthcare access: Healthcare for All.
- 9.3. Manchester's Stop Smoking Service is the only such service in Greater Manchester to be on track to deliver its target number of smoking quitters.
- 9.4. There is further information on health issues in the State of the City Report.

10. Partnership delivery

- 10.1. Our performance management framework monitors progress in the delivery of priorities and shares information across the partnership. Our priorities, performance measures and targets help us to map progress against the Local Area Agreement. The Partnership has identified its key risks and will be reporting on risk management from 2009/10. These elements are now being brought together into a cohesive, more co-ordinated planning and performance management framework and cycle for the city.
- 10.2. At a strategic level, performance against LAA targets is reported quarterly to the Partnership's Management Group, Public Service Board and the Council's Overview and Scrutiny Committees.

11. Sharing resources and value for money

- 11.1. The complex issues faced in Manchester mean that services provided by agencies in the area need to be aligned. The Partnership knows that services need to work together at the front line and partners need to share resources in order to achieve improvements in the city. Multi-agency working and sharing resources is an accepted way of working in Manchester.
- 11.2. For example, the Crime and Disorder Team is truly multi-agency and comprises officers seconded from Greater Manchester Police, Greater Manchester Fire and Rescue Service, the Health Service and Probation Service. Many Community Safety Co-ordinators (who are employed by the Council) are based in police stations.
- 11.3. The Homeless Families Team brings together resources from NHS Manchester, Children's Services and Housing. Premises are shared with partners through the use of children's centres.
- 11.4. Strategic oversight of value for money within the Manchester Partnership is provided by the Partnership's Resources and Performance Subgroup, which was established in 2008 as a non-executive subgroup of the Manchester Board. During 2008/09 the group has overseen the performance of value-for-money reviews by the Manchester Improvement Programme.
- 11.5. The group is responsible for ensuring that investment in key public services is maximised, cost-effective and effectively targeting the priorities of the LAA and the Community Strategy. It focuses on the alignment of the human and financial resources of the Partnership, combining resources such as Area Based Grants with key performance measures such as the Comprehensive Area Assessment and State of the City and State of the Wards information.

12. Contacts and further information

- 12.1. The documents referred to in this report are published annually and distributed city-wide as well as published on the internet: www.manchesterpartnership.org.uk
- 12.2. Quarterly performance reports monitoring progress against the LAA are presented to the Resources and Governance Overview and Scrutiny Committee and are available on the internet: www.manchester.gov.uk
- 12.3. Ward newsletters, which are published twice a year and delivered to all households, contain some performance information, but mainly provide information on delivering ward priorities. Neighbourhood crime data is distributed via neighbourhood letters and published on the Greater Manchester Police website: www.gmp.police.uk
- 12.4. Performance information in relation to adults and children's social care is accessible via the Care Quality Commission website: www.cqc.org.uk
- 12.5. Performance reports presented at NHS Manchester's public board meetings are also accessible to the public: www.manchester.nhs.uk
- 12.6. If you have any general questions or wish to comment on Story of the City, please contact us:
Partnerships and Performance Team
Chief Executive's Department
Manchester City Council
Town Hall Extension
Manchester M60 2LA
Telephone: 0161 234 3033
Textphone: 0161 234 3971
Fax: 0161 274 0025
Email: manchesterpartnership@manchester.gov.uk
- 12.7. This document is also available on request in a variety of languages and formats. Please phone 0161 234 3033 for details.



Date: July 2009
Contact: Manchester Partnership
Manchester M60 2LA
Email: manchesterpartnership@manchester.gov.uk
Web: www.manchesterpartnership.org.uk

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