

**Manchester City Council
Report for Resolution**

Report To: Resources and Governance Overview & Scrutiny Committee -
24 June 2010

Subject: Manchester Partnership Innovation Fund

Report of: Deputy Chief Executive (Regeneration)

Summary

The Manchester Partnership Innovation Fund was a one-year fund developed to deliver innovative ways of working and project delivery which had a clear focus and alignment to the LAA. The fund operated for a financial year 2009/10, although some carry forward has been allowed in specific cases to allow for project evaluation and to finish and deliver project activity where relevant.

Recommendations

Members are asked to note and comment upon the report.

Wards Affected:

All

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1.0 Introduction

The purpose of this report is to inform members of the Resources and Governance Overview & Scrutiny Committee of the performance of the Manchester Partnership Innovation Fund.

2.0 Background

Following the review of Area Based grant in 2009, a resource of £1,642,621 was identified in order to create the Manchester Partnership Innovation Fund. The purpose of this fund was to allocate resources on the basis of a clear link to the LAA and support effective partnerships working towards the delivery of the LAA priorities with a focus on innovation. Management of the fund was via the Public Service Board (PSB) and the Manchester Partnership Resources and Performance Sub Group. (Chaired by Councillor Priest).

3.0 Governance

Bearing in mind the overall objectives of the Innovation Fund, the PSB criteria for which the projects coming forward would be assessed against, were as follows;

- Act as an exemplar of Innovation and best practice
- Demonstrate new and innovative approaches to multi-agency working
- Contribute to delivery and value of the Resident Wages project
- Be delivered through inclusive cross thematic working
- Demonstrate a clear area focus
- Influence better alignment of resource to the LAA
- Demonstrate project is leveraging reform of public service

The PSB appraised and approved the projects based on this criteria.

Chief Executives Regeneration Division, provided a programme management function to co-ordinate the Innovation Fund for the Sub Group. This enabled a clear and concise message to be given to potential project applicants and enabled the facilitation of any of the requirements of the Sub Group to be managed effectively. The programme management that was provided included the following;

- Working directly with project officers as to the requirements of the fund and their submissions and subsequent approval.
- Providing advice, guidance and support to project officers and communicating the requirements of the sub group.
- Providing reports to the Sub Group on project applications and management of the programme.
- Facilitating the submission of progress report and presentations by the individual projects to the sub group
- Providing monthly reports to the Sub Group on project expenditure and activity.

4.0 2009/10 Approved Innovation Programme including Carry forward

A total of 13 projects were supported by the fund, the majority of which operated on a city wide basis, or in neighbourhoods of high deprivation. The table below details the projects approved financial allocations and those where carry forward into 2010/11 has been approved.

Table 1	Approved Amounts
Residents Wages	£597,132
Innoversity	£50,000
Think Family Development*	£131,258
Safer Schools Partnership*	£60,000
Community Mentor Project	£169,000
Community Cohesion North Manchester*	£175,000
Council Tax Make Contact*	£150,000
A Longsight Standard*	£10,000
Recession Busting Communications	£180,000
Timebank	£60,000
Transformational Low Carbon Communities	£25,000
Ardwick Community Engagement & Training Hub	£15,000
Community Cohesion City-wide*	£60,000
Total	£1,682,390

5.0 Carry Forwards

The projects highlighted (*) above, have had the carry forward requests into 2010/11 approved to support the completion of project activity. Due to the innovative nature of activity there were delays in the start up of delivery and a couple of projects only received approval mid year, therefore the carry forward of funds will give projects the opportunity to achieve their outputs and outcomes.

6.0 Project Innovation and Good Practice

Annex 1 to the report provides a detailed description of all the projects supported through the Innovation Fund, outcomes achieved and in particular progress and learning achieved and how this may be taken forward beyond the fund. The projects were overall very successful and achieved significant outputs / outcomes, most notably the following;

Resident Wages – Allocation of £597,132

- 368 families were engaged
- 32 residents progressed into learning
- 12 residents progressed into volunteering

- 12 residents progressed into employment

Innoverstity Project – Allocation of £50,000

- 1,516 people accessed employment opportunities
- 11 participants increased their employability

Think Family Development – Allocation of £131,258

- 1,900 attended Mental Health Awareness training
- 9,000 Universal booklets have been produced

Safer Schools Partnership – Allocation of £60,000

- Scoped a range of existing and new pilot projects
- Increased the participation of at risk pupils

Community Mentor Project – Allocation of £169,000

- 26 residents engaged and supported into training
- 34 residents with raised skills

Ardwick Community Engagement & Training Hub – Allocation of £15,000

- 17 residents supported to access appropriate support
- 18 residents entering employment
- 123 residents accessing information, advice and guidance

Community Cohesion in North Manchester – Allocation of £175,000

- 61 positive news stories published
- 24,204 people attending local events and festivals
- 889 young people engaged in cultural activity

Council Tax – Make Contact Pilot – Allocation of £150,000

- 92 residents signposted to other agencies
- 112 households where Council Tax discounts or exemptions identified

Recession Busting Communications (Helping Hands) – Allocation of £180,000

- Helping hands web site developed
- 21 newspaper ads in local papers
- Residents guide produced

A Longsight Standard – Allocation of £10,000

- 7 businesses supported through training
- 2 businesses with an environmental business pledge award

Timebank – Allocation of £60,000

- 32 businesses received consultancy support
- 18 private and public sector employers donating time and expertise

Transformational Low Carbon Communities – Allocation of 25,000

- 701 people spoken to about energy efficiency measures
- 462 pledging lifestyle changes

- 51 people involved in volunteering

Community Cohesion City Wide – Allocation of £60,000

- Strategic review of community cohesion in Manchester - STAGE 1 – (Survey and refresh of Vision) completed Q4

Cumulative Innovation Fund project achievements have had a direct effect on the delivery of the LAA indicators, with 50% of the LAA indicators now at or above their target, which is the most since the inception of the LAA.

7.0 Progress and Learning

Some of the projects did not achieve their original target of outputs/outcomes, including Transformational Low Carbon Communities, A Longsight Standard and Community Cohesion in North Manchester, this was due either to the innovative nature of the programme, as well as evolving and adapting to react to the economic climate. In some cases the scope of projects had to be changed e.g, Think Family redirected funding towards a pre-Common Assessment Framework (CAF) survey on three work streams of the Ardwick Statutory City Region work rather than commission research focused on one work stream.

If the projects changed scope then this was agreed by the Manchester Resources and Performance Sub Group and different targets were achieved, but the overall outcome of the programme was that it proved an effective way to bring forward ideas of how to deliver services differently to achieve required outcomes. In summary a significant number of projects have been mainstreamed or are continuing activity.

- Resident Wages (part of City Region Work)
- Innoversity Project (APP's mainstreamed and web site will be funded from the partnership resource)
- Think Family Project (Carry forward of Innovation Fund)
- Safer Schools Partnership Project (Carry forward of Innovation Fund)
- Ardwick Community Engagement & Training Hub Project (Funded by WNF 2010/11)
- Community Cohesion North Manchester Project (Carry forward of Innovation Fund)
- Council Tax – Make Contact Project (Carry forward of Innovation Fund)
- A Longsight Standard Project (Carry forward of Innovation Fund)
- Transformational Low Carbon Communities Project (Funded by MCC Green City)
- Community Cohesion City Wide Project (Carry Forward of Innovation Fund)

8.0 Conclusion

In conclusion the Innovation Fund has proved an effective joint use of resources across the partnership and decision making by the Sub Group and has delivered some successful and innovative approaches to delivery and multi-agency working, which has resulted in changing public sector service delivery. Going forward, the Sub Group will look at how we collect the learning and the common themes from all

the projects so that we don't lose sight of what has been learnt by this intervention.

Annex 1

Summary of the Manchester Partnership Innovation Fund Project Achievements 2009/10

Name of Project: **Resident Wages**

Allocation: £ 597,132

Spend: £ 442,197

Wards Affected: Ardwick, Harpurhey, Northenden

Aim of Project: - The project/proposal has 3 key elements -

1. Dedicated project team to ensure delivery of the Residents Wages project
2. Evaluation of pilot approach to inform wider city wide roll-out
3. Provision of Training programme for Front Line Workers in pilot target areas

Summary of Progress: Households in the Resident Wages Programme target neighbourhoods experience multiple and complex problems across generations and between household members. Initial engagement was originally intended to be by way of agencies already in contact with the families in the 150 households sharing information through mini-case conferences following which a lead case worker for each family would be agreed. Due to data sharing issues, this was not possible and a less targeted and more resource intensive 'door knocking' exercise took place in each of the three areas. Frontline Worker training was developed and delivered (with City South Housing through Step Up and Adult Advancement Network) in the three areas prior to roll out across the City.

Output/Outcomes

Outputs

- 34 families referred to the pilots
- 368 families engaged
- 18 Common Assessment Frameworks (CAF) commenced
- 8 CAFs completed
- 119 Family action plans completed
- 45 residents progressed into employment support provision
- 32 residents progressed into learning
- 12 residents progressed into volunteering
- 12 residents progressed into employment
- 119 residents have accessed Information, Advice & Guidance support
- 111 residents have been referred to other support services

Outcomes

- The Action Learning approach has helped to shape the Programme and has helped to highlight barriers to effective working.
- Support of partners has been strong at strategic level and there has been a high level of commitment from those regularly attending the three area working groups.
- Communities have responded positively to the heightened engagement delivered by the programme.

- The multi agency approach has enabled better coordination of resources and swifter responses to needs.
- Delivering softer outcomes has been central to establishing open, honest and effective relationships with residents.

Will the project continue beyond Innovation Fund: Moving the Residents Wages work into the mainstream requires a shift of emphasis. It is proposed that the key lessons and principles from the Project underpin the worklessness elements of the Ardwick and Cheetham / Broughton City Region spatial pilots and seek to apply them on a wider scale. Taking the learning from Resident Wages forward as a key component of the City Region work is the next logical step in testing, with Government, an integrated service delivery model that focuses on improving economic and social outcomes for residents that could inform a wider roll-out across the City Region. Where barriers exist to delivery, they can form part of the conversation with Government about what structural and financial changes need to occur at national, regional or local levels in order to facilitate the delivery of fundamental public service reform.

Opportunities for mainstreaming which exist through the new Jobcentre Plus flexibility pilots, through a more integrated approach to commissioning and via links to the Think Family and Neighbourhood Focus Strategies locally will also be captured.

Name of Project: Innoversity Project

Allocation: £ 50,000
Spend: £ 50,115 (overspend funded)
Wards Affected: City Centre, City Wide

Aim of Project: This was a pilot project to enable recent graduates and high level entrants to develop creative products and services through access to facilities and expertise.

Information and networking opportunities to link creative individuals with potential supply chains or employers leading to collaborative innovation projects

Build the capacity of cultural organisations to support access to employment and a robust partnership with Higher and Further Education institutions

Better services and more informed including support for frontline staff to develop skills and detailed knowledge about existing, information and support pathways for young people, leading to more effective use of mainstream resources in HE/FE and Cultural Organisations, and will for example produce how to guides for staff and students – drawing together current sources of information to one central point – improving the “customer journey”

The project was delivered in partnership between the Cultural Strategy Team, Manchester Metropolitan

Summary of Progress:

The project contributed to the delivery of :

- An acceleration model for ‘creative and content innovation’ in the city;
- An increase in the employability skills of the participants;
- Creation of opportunities for employment for the participants;
- A new partnership between MMU, Cornerhouse and industry;
- Structured communication channels established for partners to connect with hard to reach groups.

The project has cemented strong collaborative working between Cornerhouse, MMU and The White Room and the network of individuals and businesses connected through Creative Times. More structured links between Universities, Creative Hubs, new talent and Industry will increase the opportunities for talent retention in the city. These relationships will enable the University and Cornerhouse to respond to and deliver development programmes that meet the needs of a skills hungry sector and attract the funding to deliver this.

Innovative flexible accelerated learning programmes such as Innoversity provide key employability skills such as communication, project management, pitching and marketing, together with structured collaborative learning and real life problem solving.

Mentoring provided by the partners with learning support delivered through on-line network.

A bespoke place on Creative Times for alumni to collaborate with industry on future projects and provide support for future cohorts

Output/Outcomes

Outputs

- Build capacity of cultural organisations - Capacity building – 1
- Increase employability of participants - 11
- Number of people accessing employment opportunities (from the Creative Times jobs page)– 1,516
- No of Volunteer mentors – 5
- Web hits/ visits - accessing employment information and advice – 23,082

Outcomes

- The APP School Brand gained traction in the local Media getting half-page articles in South Manchester Reporter, MEN, Cranes Business Daily. BBC North West Tonight are filming the final pitch session for a 5 min package on NW Tonight.
- APP Developers MEDL, based in LA have been in touch and are hoping to send a rep to the pitch panel

Will the project continue beyond Innovation Fund: The practice and the partnership formed in delivery of APPs School have been effectively mainstreamed into service delivery. The project has resulted on the creation of a new social enterprise with a formal board structure which encourages routine sharing of information and programmes avoiding confusion and duplication of the cultural offer and opportunities for young people, this has maximised, attendance for example.

The formation of the formal partnership has enabled access to other sources of grant funding, some pooling of existing resources and sponsorship – this will sustain the website in the near future.

Name of Project: Think Family Development

Allocation: £131,258

Spend: £31,013 (c/f approved for 10/11 - £64,800)

Wards Affected: City Wide

Aim of Project: To enhance the Residents' Wages initiative by providing capacity to continue and accelerate the development and implementation of the innovative Think Family approach in Manchester, and to commission some primary research with young people to gain a deeper understanding of the causes of disaffection, review the evidence-base of what works and therefore define and target future preventative interventions more effectively. The funding will pay for the on 6 months' project manager costs to manage the interdependencies between the work of the Think Family Approach, the Think Family Grant funded projects, the Family Strategy and related project streams in Children's Trust. Including the commissioning of £50,000 on a public perception survey on three work streams of the Ardwick Statutory City Region work.

Summary of Progress

- Project management of emerging work developing the draft Think Family Strategy from September – March 2010;
- Project management of the pregnancy to 5 yrs work for Statutory City Region of Ardwick.
- The procurement and establishment of stepped training for Directorate for Adults on the pre-Common Assessment Framework (CAF), and CAF awareness;
- Trialling of mental health training for the Complex Families Parenting Team based in Crime and Disorder and largely commissioned by Children's Services.
- The booklets will mean parents have very easy direct access to basic parenting advice in the city and any practitioner in the city will too. The 0-4 yrs booklet will be distributed with birth registration packs and the 5 yrs plus and 11yrs plus will be sent out with the school admission school place offer letters. This approach will ensure maximum target marketing.

Output/Outcomes

Outputs

- Public perception survey to be completed in 10/11
- £1,900 on Workforce Development - Mental Health Awareness Training
- £9,000 on Universal booklets produced and some to be published

Outcomes

- The project is not yet fully complete (carry forward approved), as such outcomes will be reported at the end of the project.

Will the project continue beyond Innovation Fund: The pre-CAF training will be imbedded into Workforce Development training plans.

Think Family Strategy has come to end of the consultation period and the recommendation is for each services delivery plans, business plans and transformational change programmes to demonstrate how they take account of family members needs – this is the key critical issue for Think Family.

Name of Project: Safer Schools Partnership

Allocation: £60,000

Spend: £27,000 (£33,000 profiled for 10/11)

Wards Affected: City Wide

Aim of Project: Working in partnership with both High School Heads, Primary Heads, GMP and Children's Services the development of a citywide approach to Safer Schools Partnership (SSP).

Specific activity would include:-

- Engagement across all schools and head teachers
- Collaboration with GMP across all three divisions to agree focus
- Developing provision that supports delivery of SSP
- Developing and securing funding to ensure sustainability
- Engaging GMP and head teachers in neighborhood issues and collaboration on activity that improves young peoples outcomes (reduction in crime/ASB, persistent absence, involvement in gangs etc)

Summary of Progress: This project has not yet implemented all design phases to the SSP partnership and therefore a second evaluation will need to be completed. All High Schools have been informed about the new Safer Schools Partnership framework and the benefits that it will provide to their staff and pupils around the key priorities identified in the original application – Preventing Violent Extremism, Guns and Gangs, Children as Citizens and Community Cohesion.

The project has developed a standard action plan for all schools that will be delivered in May 2010 – this includes a section for specific local school issues to also be resolved/developed.

All schools are aware of the level of support they will receive from their neighbourhood policing teams whether they financially invest or not.

Output/Outcomes

Outputs

- Scoped a range of existing and new pilot projects which could be relevant to specific youth groups – Achieved 29/02/2010
- Identified need to agree quantitative and qualitative data which evidences impact – Achieved 31/03/2010
- Increased the participation of at risk pupils in youth advisory group and identification of target pupils and their engagement - Continuous and 31/03/2010
- Agree school engagement and measure targeted group engagement with programmes and outcomes – Not yet achieved – Revised to 29/09/2010, cannot measure the target groups until the start of the next academic year
- Hold an initial cross-divisional forum event. – revised to 19/5/09
- Agree impact and evaluation framework for SSP activities which is relevant to CS ; GMP and CDRP priorities / outcomes – Achieved 31/3/09
- Participation in youth advisory group to inform SSP focus - Not yet achieved - Awaiting full Information, advice and guidance implementation

- Set up Good Practice Forum - Not yet achieved - Awaiting development of SHARP site.
- Establish effective performance management system for SSP officers, evidencing influence in key school priorities e.g. attendance, incident management, referrals to interventions - Not yet achieved - Awaiting development of SIMS and other Performance Management systems

Outcomes

- A clearly defined vision for the role and purpose of the SSP - Met
- A focus of the activity that supports this e.g. whether we have a police officer (or access to) for every school in the city – to be implemented in May
- A funding strategy that supports a sustainable SSP - in progress, awaiting notification of funding bids (May)
- A robust partnership between GMP, CDRP and Children's Services that supports continued development and facilitates emerging priorities – Met this outcome and continuously developing.

Will the project continue beyond Innovation Fund: The project is still in the phase of mainstreaming and funding has been secured to implement the bid until September 2010. The project is sustained by the investment from schools in the Safer Schools Partnership (projected income for 2010/11 is £240,000) and a bid for a further £140,000 has been submitted to involve young people more in developing their own projects to support SSP working.

Name of Project: Community Mentor Project

Allocation: £169,000
Spend: £111,072
Wards Affected: Harpurhey

Aim of Project: The proposal was two fold. To develop community mentors targeting the areas identified through the residents wages project and develop a community hub to offer one-stop-shop access to advice, training and employment support.

Community Mentors – The proposal was to use volunteers to generate demand for learning through developing Community Mentors. MAES will identify individuals that have engaged in successful learning and would be interested in becoming Community Mentors in Benchill and Collyhurst. Supported mentor training will be provided as required.

Community Resource Hub - The other element of the proposal was to develop an underused venue in the target area of the Resident Wages project into resource hub enabling delivery of a wide range of provision including learning and employment support and complementary provision to tackle barriers such as debt through enabling access to advice. Although there is a range of support available for local residents, often there are no local delivery points so they are not accessing the support. Local community venues lack footfall to encourage providers to deliver services on an outreach basis.

Summary of Progress: The Project supported the engagement of residents from Collyhurst and Benchill into taking part in learning activities. Feedback from the Resident Wages Programme consultation highlighted issues of local access to learning within Collyhurst as one of the barriers not only for skills related learning but also as a local community venue for adult community activities. This project has established the Collyhurst Youth Centre as a venue available during the day for adult learning and community activities.

Output/Outcomes

Outputs

- Volunteers trained as community champions (accessed training) – 8
- Residents engaged and supported into training – 26
- Raised resident skills – 34

Outcomes

- Engagement target met for residents accessing the community learning offer.
- Engagement activities offered have provided opportunities for local residents to shape the learning offer they would like to see.
- Activities around health and fitness and integrated family activities with Surestart and also family community events/activities have been identified.
- Two local residents are continuing to deliver fitness activities at Collyhurst Youth Club supported by MAES.

- The facilities at Collyhurst Youth Club have been improved, making this venue more suitable to deliver both youth and adult activities.

Will the project continue beyond Innovation Fund: The Employment Skills and Enterprise Board are interested in exploring the concept of Community Champions with accredited training in Information Advice and Guidance over the upcoming year linked to City Region Pilots.

Mainstream services recognise the value of using Community Champions to support their peers into support available and this concept is being explored through the City Region Pilots and in the Manchester Work and Skills plan.

Best practice lessons learnt from this project will inform the design of the project. MAES are currently waiting for confirmation of a bid to the WNF fund to continue to support the Collyhurst resident's who have been engaged through this project.

Name of Project: Ardwick Community Engagement and Training Hub

Allocation: £15,000
Spend: £15,000
Wards Affected: Ardwick

Aim of Project: The purpose of this project was to establish a combined engagement, training and employment access hub within the Ardwick ward to provide local services for residents furthest away from the labour market. The project will use an established community based engagement project, Healthy Ardwick, based at Brunswick Parish Church to deliver this activity. Healthy Ardwick are a constituted members organisation of people who live and work in Ardwick. Members include Brunswick Parish Church, Harvest Housing (Grove Village) and South Manchester Credit Union. They have a Chair, Treasurer, Board members and a wider membership of local people and organisations. Manchester City Council is represented on the board of Healthy Ardwick by Children’s Services in the form of the Head of Centre from Ardwick Sure Start Centre. Healthy Ardwick also acts as an umbrella organisation for smaller groups who may struggle to access funding and other resources due to their size. The group promotes well-being, healthy living and access to employment and skills

Summary of Progress: The Healthy Ardwick Job Club has filled a local engagement and progression gap within the ward that exists, partly due to a lack of Jobcentre Plus provision. There is also a clear need within the ward for a holistic approach to resident engagement. This approach helps to build the confidence of residents who have felt isolated from provision in the past. The results and success stories from the project bear out this approach with several residents accessing “Job Club” services having attended the centre for health and exercise advice; and others who have moved on into training programmes and employment based on the increased confidence of having a single point of contact with the time to spend meeting their needs. The “job club” was delivered regularly, in addition to exercise classes alongside IAG, ESOL, CV/Job/training application/volunteering support.

Output/Outcomes

Outputs

- Residents supported to access other appropriate support -17 (10/11 profile 20)
- Residents accessing volunteering – 14 (10/11 profile 20)
- Residents entering employment – 18 (10/11 profile 15)
- No of residents accessing information, advice and guidance – 123 (10/11 profile 100)
- Residents into further training – 12 (10/11 profile 30)

Outcomes

- The levels of “peer support” that emerged from the project were significant. “Job Club” members have offered comment and encouragement to other members when entering onto the project and then as they apply for jobs and attend the interview process.

- There was a real sense of shared success amongst members when an individual either began a volunteering placement or secured work.
- The local neighbourhoods have a sense of pride in the “Job Club”
- And it is now seen as a true local asset.

Will the project continue beyond Innovation Fund: The project is yet to be mainstreamed and currently support is being provided from Central Economic regeneration team to cover some of the operating costs of the “Job Club” in the first three months of 2010/11. The project will be included in service delivery of the SCR Ardwick pilot during the coming year.

The delivery of engagement and employment preparation services to residents from local venues has been taken on board by JCP and we are hopeful that the new Flexibility Pilot will include adviser services from the two centres.

Healthy Ardwick has secured a Lottery grant of £500,000 and some of the project’s services will be supported by this funding. There remains a need to cover some costs of the “job Club”, mainly the salary of part time advisers and this is being considered by Central Regeneration team staff.

Name of Project: Community Cohesion in North Manchester

Allocation: £175,000

Spend: £162,894 (£10,000 c/f approved for 10/11)

Wards Affected: Charlestown, Cheetham, Crumpsall, Harpurhey, Higher Blackley, Moston

Aim of Project: The bid was to develop an integrated action plan to address community cohesion issues in north Manchester challenging discrimination and promoting respect for all.

The action plan focused around the following topic areas:

- **Communication and information:** - Misinformation and prejudice is being circulated within areas of North Manchester with regard to new communities.
- **Embracing Change within neighbourhoods:** - A programme of activity to bring residents together and to develop the capacity of local people to address cohesion issues.

Summary of Progress: The Community cohesion programme has 3 elements and the following actions have been taken to progress

1. Actions to address cohesion issues.
 - Multi agency steering group has been established
 - 11 events have been organised
 - Moston Lane Action Plan and Masterplan
 - Film project in Charlestown
 - Increasing positive news coverage
 - An introduction pack for the area
2. A research and intelligence programme. To understand the causes of the tensions the following was actioned
 - A survey to develop and understanding of the causes of tensions
 - A community change and perception monitoring tool
3. A learning and Training Programm to build local capacity to address cohesion issues.
 - A curriculum learning programme on tolerance and community cohesion
 - A training programme for local staff and community organisations

Output/Outcomes

Outputs

- Positive news stories published - 61
- People attend local events & festivals - 24,204 (10/11 profile 20,000)
- Local organisations supported – 40
- Neighbourhood action plans implemented – 1 (10/11 profile 1)
- Young people engaged in sporting or cultural activity – 889

- 200 pupils involved in curriculum training on cohesion – 0 (10/11 profile – 200)
- 2000 residents participate in participation survey – 250
- Local staff/community leaders trained – (10/11 profile - 50)
- 4000 welcome packs distributed – 0 (10/11 profile 1000)

Outcomes

- The headline measure of community cohesion is identified as the proportion of residents who believe people from different backgrounds get on well together. Between 2006 and 2008 there was a decrease in the cohesion measure in Manchester by 4%. Half of 8 wards in the city with the lowest level of cohesion identified by this measure are in the north. These being Moston, Charlestown, Higher Blackley and Harpurhey.
- The council has not undertaken a survey in 2009. However, Northwards housing has included this measure within the 2009 survey of its tenants. The survey identified that between 2008 and 2009 there had been a slight increase in cohesion across all wards in north Manchester.
- There was a major increase in electoral turnout across the wards in North Manchester between the 2008 and 2010 local elections with an increase in over 20% in all the wards being targeted.

Will the project continue beyond Innovation Fund: Most of the project activities will continue in 2010/11 without WNF innovation fund. There has been a carry forward of £10,000 to support event Management. This includes the events programme, Moston Lane Action Plan, activities for young people at the North City Family and Fitness Centre and the curriculum learning programme can be rolled out in schools. The community change perception monitoring tool is being piloted and will be presented to the public service board regard the possibility of it being rolled out across the city.

The project has demonstrated that cohesion issues need to be addressed through partnership working at the local level with an understanding of the underlying tensions within the community that may be causing these issues. ICOCO's work on community cohesion across the city is expected to reflect the good practise in north Manchester and suggest it is replicated elsewhere in the city. The internal audit of the project in June should also give further analysis of its effectiveness as a model of good practise to be replicated elsewhere.

Elements of the project have been sustained through NFS support. This includes neighbourhood management activities along Moston Lane and a contribution to the 2010/11 events and festivals programme.

Name of Project: Council Tax - Make Contact Pilot

Allocation: £150,000
Spend: £ 111,600 (£38,400 approved for 10/11)
Wards Affected: Cheetham, Gorton South, Harpurhey, Moss Side

Aim of Project: To Increase Council Tax collection for the Council and help to fund essential services to all residents.

Summary of Progress: The idea behind this project was to take a more proactive and local approach to Council Tax collection. The pilot included employing a small group of outreach/project workers whose role is to make early contact with households who have been subject of historic or ongoing recovery action. The work of the project increased collection by around £250,000. All those who maintain their instalment plan will avoid recovery action and summons in future years. Good links were made with advice agencies, Councillors and Registered Social Landlords in the targeted wards.

Output/Outcomes

Outputs

- Reduce the level of costs paid by residents (£10,400 written off with £12,500 profiled for 10/11).
- 92 residents who were signposted to other agencies with 130 profiled for 10/11.
- 149 households where HB/CTB benefit entitlement identified with 200 profiled for 10/11
- (Number of households where entitlement to other benefits identified – included in figure above)
- 112 households where Council Tax discounts or exemptions identified with 150 profiled for 10/11.
- Reduce the number of accounts sent to the bailiff by 836. (This number represents all those cases where the intervention of the project workers has established a sustainable arrangement that has either meant the case was not issued to the bailiff or returned by them) with 1,100 profiled for 10/11.
- 3,420 residents contacted who are in arrears and measured level of engagement in terms of payments adherence to arrangements with 5000 profiled for 10/11.

Outcomes

- The work of the project increased collection by around £250,000
- The intervention of the project workers has been well received by the majority of those contacted, improving the image of the Council and increasing the likelihood of continued engagement.
- 241 customers were referred for benefit claims to be made or for other specialist advice.
- £68,000 of incorrect liability was removed and a further £74,500 was identified where the wrong person was liable. This was also corrected.

Will the project continue beyond Innovation Fund: The project will be evaluated during June and July and will take on board the effectiveness of staff having a

forensic look at accounts and trying to make contact without the standard letters. At present, the thinking is that each member of staff will be given around 100 cases each for them to work on for the year and challenged to review, contact and engage with these customers in an attempt to get them into the habit of paying. Also, currently considering how the face to face part of the project can be replaced.

Name of Project: **Recession Busting Communications (Helping Hands)**

Allocation: £180,000 (plus 10,000 from Communications budget)

Spend: £183,348 (£3,348 was contributed to and funded by the Communications Directorate)

Wards Affected: City Wide

Aim of Project: To develop a communications program that informs residents and businesses for the next 12 months of the services and products the council and relevant partner organisations can offer them during this difficult economic time.

The communications will focus on the following topics with specific messages:

- Jobs
- Money and debt
- Homes
- Business

Summary of Progress: A wide range of communications aimed at residents and businesses were developed including;

- newspaper wraps and ads in local papers.
- Helping Hands guide delivered to households in Manchester.
- Facebook button targeting school leavers to provide information on post-school employment options.
- Online campaign and offline campaign including adverts in supermarkets.

Output/Outcomes

Outputs

- Helping Hands website developed
- 21 Newspaper ads in local papers.
- 9 Other ads (e.g. Jobs Update, Life Magazine).
- A Residents Guide produced.
- 6 posters displayed at 70 sites across the city.
- A Poster sent to all schools for display.
- 2 bus sides/headers produced for display on 20 buses.
- Online advertising and Facebook page

Outcomes

- Hits to frontline services – Staff on Manchester Advice helpline have noticed an increase in the number of people mentioning/asking about the Helping Hands campaign. They have also reported that the guide and website has been extremely useful as a tool for directing clients towards suitable alternative services, or to give them some self-help information to take away with them.
- Reach figures for audience penetration – Full details can be found in the Recession Busting evaluation but a couple of examples are:
the Residents Guide was distributed with the Summer 2009 issue of Manchester People which reported a 99.5% success rate for delivery and full page wraps and ads in the weekly newspapers benefit from a combined 163,135

- Updated web figures from **1 May 2009 to end of March 2010**:
28,710 visits with 71,647 page views.
2.5 pages viewed per day
85 average visitors per day
Figures show that most popular pages are Employment, followed by Christmas page, then free stuff.
Majority visitors (41%) have come from either Facebook advertising or the Facebook page. Google adwords accounts for 19% of referrals with 11%, coming direct, indicating that these visitors are correctly

Will the project continue beyond Innovation Fund: The project has commitment for funding to combine the Helping hands website with elements of the Advice Kit website provided by Manchester Advice on the MCC website. This will deliver a mainstream website and a better solution for customers looking for advice.

Name of Project: A Longsight Standard

Allocation: £10,000
Spend: £4,140 (£5,860 c/f approved for 10/11)
Wards Affected: Longsight

Aim of Project: The aim of the project was to;

- Improve service delivery at a focused neighbourhood level, ensuring linkages with the City's Customer Service strategy.
- Allow the intensive integration of public services which may act as a link for the Resident Wages and Think Family projects in neighbouring Ardwick.
- Improve environment around the district centre and market
- Increase community use
- Engagement of residents, businesses and other communities

Summary of Progress: The project has allowed an intensive focus on Longsight District Centre, looking at improving standards through our MCC service delivery as well as the improving standards of the businesses located within the district centre. The principle behind the project is two way - we improve our standards and encourage businesses to improve theirs.

Output/Outcomes

Outputs

- No of Businesses with an improved risk rating with regard to environmental health – 0
- No. of businesses supported through training – 7 (profile for 10/11 – 3)
- No of Businesses with an Environmental Business Pledge award – 2 (profile for 10/11 – 3)

Outcomes

- Progress has been made on the outcomes stated. It is difficult to quantify the improved resident satisfaction as the State of the Ward report for this year has not yet been published.
- Resident and business responsibility has made some progress but there is still more work to be done and this will be continued throughout the next year.
- Visible improvements can be seen in the centre. Some issues around the market have been addressed whilst others are still being progressed.
- The bringing together of services has been a great success, in terms of moving towards integrated working. Representatives have a good understanding of the area and its needs and have been working well together to improve the area.

Will the project continue beyond Innovation Fund: It has been agreed with the project team that the group will continue to oversee the management of the District Centre. The project is being looked at as one way of delivering integrated services at a neighbourhood level.

Name of Project: **Timebank**

Allocation: **£60,000**

Spend: **£19,036**

Wards Affected: **City Wide**

Aim of Project: The project was to develop and test a new “timebank” model that promotes economic development and combines the principles of employer engagement, Corporate Social Responsibility, business support and workforce development and public private partnership working.

Professionals and academics from across the City will donate time, which will be used to support businesses with between 10 and 200 staff, by providing Accountancy, Legal, Marketing and PR and Consultancy advice and support, covering areas such as:

- Banking and finance arrangements, Debt advice, Finance alternatives, Cashflow and financial planning, VAT and Tax
- Contracts - constructing content and enforcing terms, Corporate structures, HR including redundancy advice, Business sales and Acquisitions
- Supply chain development and review, Productivity improvement, Process re-engineering, Sales, Marketing and PR

Summary of Progress: The Timebank scheme was launched in April 09 with 22 of Manchester’s most influential companies donating varying amounts of time to help companies based in Manchester or members of Greater Manchester Chamber who were being affected by the economic downturn.

The initiative was introduced by Manchester City Council and Greater Manchester Chamber of Commerce.

- Initial marketing and PR generated significant interest locally, regionally and nationally
- Marketing attracted high volume of donors and the database of specialisms and support available was grown throughout the three month period
- Private sector donors were enthusiastic about being able to give something useful during difficult times
- Private sector partners who delivered services within the project from the experience as well as benefiting the customers

Project did not fully spend due to lower than expected volume of customers despite marketing and publicity. The potential reasons for this were reviewed at a meeting in June attended by the donating companies, Manchester City Council & Greater Manchester Chamber. The conclusions reached were companies might have felt vulnerable, embarrassed discussing their issues with the donating organisations given their calibre and reputation in the market place and potential customers possibly thinking it was too late to access help.

Output/Outcomes

Outputs

- Businesses referred to appropriate support 2
- Businesses receiving consultancy support 33
- Managers/staff developed 33
- Private and public sector employers donating time and expertise 18

Outcomes

- Donating organisations contributed to their own Corporate Social Responsibility models by providing their time free of charge to support businesses with between 10 and 200 staff.
- Feedback from the participants and donating companies was encouraged by way Business Support Solution and G M Chamber staff telephoning participants and also by way of e-mail communication. Examples of feedback are contained within the Recession Busting / Timebank evaluation form.

Will the project continue beyond Innovation Fund: No as a Three-month pilot

Name of Project: Transformational Low Carbon Communities

Allocation: £25,000

Spend: £25,000

Wards Affected: Ancoats and Clayton, Bradford, Fallowfield, Gorton North, Gorton South, Longsight, Moss Side, Old Moat, Sharston, Withington

Aim of Project: The project will develop innovative **Transformational Low Carbon Communities (TLCCs)** in Manchester that will deliver training, financial and environmental benefits to residents in 10 key wards

Summary of Progress: A strong partnership approach has been formed between the MCC Green City Team and Action for Sustainable Living (AfSL) towards delivering the shared aims and objectives of the project. The project helps to deliver aims of city's climate change action plan - Manchester, a Certain Future (MACF) that must be achieved by 2020. A sustainability co-ordinator was recruited to lead a team of voluntary local project managers (LPMs), who attended and organised events in their wards to educate residents on energy efficiency and sustainable living.

Output/Outcomes

Outputs

- People spoken to about energy efficiency measures – 701
- People pledging lifestyle changes – 462
- Local people involved in regular volunteering – 51
- Action groups, projects or events set-up – 66
- Group volunteering activities delivered - 11

Outcomes

- As a behavioural change and educational project, it undoubtedly contributes to reducing citywide CO₂ emissions, but is difficult to measure definitively. The LPMs have been actively encouraging residents to complete Home Energy Checks from the Energy Saving Trust, which produces personalised reports showing how much energy and money they can save through making small changes in their home. AfSL are also working with the Stockholm Environment Institute and the Centre for Rural and Urban Ecology to equate the lifestyle pledges into CO₂ savings.
- Since the initiation of this project Manchester has produced its own climate change action plan entitled 'Manchester; A Certain Future' (M:ACF). The work and contribution of low carbon communities is implicit throughout the plan. AfSL were one of the stakeholder contributors in producing the plan, offering their expertise and commitment towards helping Manchester reach its demanding reduction in CO₂ targets.
- The LPMs that have applied for funding were new to such a process, plus the skills of scoping, planning and managing projects that all the other LPMs have also been doing without the need for additional funds. Empowering LPMs to take a lead within their communities gives them significant confidence and skills boosts, however the AfSL backbone and support structure is vital in these

early stages; it must be recognised that behavioural change is a difficult, multi-year process.

- The AfSL programme is about teaching communities about what they can do themselves in their every day lives to lower their carbon footprint. This recognises a key spine of the Community Strategy – individual and collective self-esteem. By receiving information of this nature from their peers, residents are more likely to engage, but they are also being taught how their small actions are part of a bigger picture – contributing to M:ACF, and tackling climate change on a global scale.

Will the project continue beyond Innovation Fund: It is intended that the project is funded for a further 6 months by the MCC Green City Team in the existing 10 wards plus outreach work in other areas of the city, this is currently being negotiated. Longer-term funding sources are being investigated.

The project has increased and improved links and relationships between the community sector and a number of mainstream Council services.

Name of Project: Community Cohesion Citywide

Allocation: £60,000
Spend: £ 38,667 (c/f 10/11 £21,333)
Wards Affected: City Wide

Aim of Project: The project builds on the existing programme of community cohesion work agreed to be funded through the Partnership Innovation Fund in North Manchester totalling £175,000. This additional resource was used to:-

1. Delivery resource for the roll out the work in North Manchester across the city.
2. Specific work in Gorton South to better understand and integrate the Roma community
3. Commission a strategic review of community cohesion in Manchester bringing in external expertise

Summary of progress: The project provided the following;

- Development of a community change and perception monitoring tool to be piloted in Harpurhey and Cheetham to identify and flag community changes and impact on community relations and service delivery
- Intelligence about local areas and communities along with strengths and weaknesses of current approach
- Understanding and insight into national picture and good practice on community cohesion

Output/Outcomes

Outputs

- Community cohesion delivery officer post - 12 month secondment - To be completed by 30 Sept 2010
- Strategic review of community cohesion in Manchester - STAGE 1 – completed Q4
- Strategic review of community cohesion in Manchester - STAGE 2 - completed Q4
- Strategic review of community cohesion in Manchester - STAGE 3 - completed Q4

All outputs will contribute to the completion of the institute for Community Cohesions (iCoCo) report.

Outcomes

- On target for refreshed community cohesion strategy, vision and framework for delivery - Oct 2010
- Intelligence through corporate research and intelligence team and report from iCoCo will strengthen and broaden understanding - Oct 2010
- Reform of neighbourhood working to community cohesion part of strategic review process - iCoCo report will again provide this - Oct 2010
- Engagement programme established and nearly complete through iCoCo

- Community change and perception monitoring tool now being piloted in Cheetham and Harpurhey
- Information pack to help welcome and integrate new neighbours being piloted in Harpurhey

Will the project continue beyond Innovation Fund: The project will be mainstreamed post Oct 2010. The project has also influenced mainstream services and will continue to do so.