

# **The Manchester Way**

Manchester's  
Community Strategy  
2006 – 2015 /





# The Manchester Way

## Manchester's Community Strategy 2006 – 2015 /

### Contents

- 01/** Introduction
- 02/** Where we've been and where we are
- 03/** The way things will be by 2015 /  
The Vision
- 04/** How we will deliver
- 05/** How Mancunians will work together /  
A Mancunian Agreement
- 06/** How Partners will work together  
The Local Area Agreement (LAA)  
and the Partner Agreement
- 07/** How we will measure our success
- 08/** Life – The Manchester DVD

*Address*                      *Manchester Partnership / Agenda 2010*  
*Box 532*  
*Town Hall*  
*Manchester*  
*M60 2LA*

*Email*                         *manchesterpartnership@manchester.gov.uk*

*Web*                          *<http://www.manchesterpartnership.org.uk>*

the  
**Manchester**  
Partnership

**AGENDA2010:**  
IMPROVING RACE EQUALITY  
IN MANCHESTER

# 01/ Introduction /



The Manchester Way is our Sustainable Community Strategy. It is delivered through actions that will benefit everyone who lives, studies, works in, or enjoys our original modern city. It will improve Manchester's economic, social and environmental fabric.

Manchester Partnership (Manchester's Local Strategic Partnership) and Manchester City Council have produced the strategy with input from partner organisations and residents. This is a summary version of the Community Strategy. The full version can be found at [www.manchesterpartnership.org.uk](http://www.manchesterpartnership.org.uk).

The Manchester Partnership is made up of agencies delivering public services, private, community and voluntary organisations. These work together to tackle some of Manchester's toughest problems. Key representatives from police, health, employment, the city council and other organisations, provide solutions to issues that matter most to most people to bring about long-term improvements and change lives for the better.

A revised vision, and the way to achieve it, was agreed after extensive consultation with people who have an interest in Manchester. This Community Strategy is now the framework through which partners, businesses, voluntary and community organisations and individuals can work together to achieve common goals. It focuses on issues that residents have told us are the most important.

This strategy updates the Community Strategy 2002-2012. A great deal within that strategy has been achieved, particularly in relation to the city's improved economy. New issues have emerged and reshaped the vision for 2006-2015. The Manchester Way strategy sets out the steps for change that will enable us to realise the revised vision.

This is not a strategy in isolation. Manchester is at the core of the city region and is the principal economic driver of the north of England. The strategy supports the City Region Development Programme. It fits into and guides the strategies of our partners as well as those of Manchester's Strategic Regeneration Frameworks for each district. It drives neighbourhood action which is coordinated through Ward Coordination.

The Community Strategy is for all the communities in Manchester. It shows that everyone has a part to play in improving life in Manchester.

Working together we can make changes to ensure that Manchester is a place where anyone would choose to live, work, invest or visit.

# 02/ Where we've been and where we are /



Manchester's history is one of creativity and innovation. In the 19th century, our civic leaders took a radical approach to building a better future for people. They created Manchester's reputation as a city that makes things happen.

The Mancunian qualities of innovation, hard work and enterprise made Manchester the first modern city and placed it at the heart of the industrial world. But during the 20th century, the decline in industry led people to leave in search of work elsewhere. Nonetheless, the originality and creative heart and soul of Manchester inspired a successful reinvention over the past 15 years. World-class sports facilities, expanding service industries and thriving universities brought new money and jobs to Manchester.

This economic growth has brought in more than £2bn of private investment and created 45,000 new jobs over the past ten years. However, in spite of this renewed success and pride, Manchester is still tackling social problems left by 40-50 years of economic decline.

The Manchester Sustainable Community Strategy 2006-2015 will support continued economic growth and ensure that more people and communities share its benefits.

The first Community Strategy, launched in 2002, set out our goals and how we aimed to achieve them and the lessons we learned shaped how we will deliver the new strategy.

We have learned through talking to people about their views of life in Manchester. From the many surveys and consultations we have had with residents, community and voluntary organisations, we know that the environment, education, training, poor health and anti-social behaviour are considered to be the most important issues that need to be addressed.

The strategy has translated these concerns and ambitions into a single vision and set of priorities for the city.

# 03/

# The way things will be by 2015 /

# The Vision





## By 2015 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 uniquely enterprising, creative and industrious and one that is inspirational, welcoming and inclusive.
- A city of opportunities, inviting and inspiring people to succeed.
- A city with people that are highly skilled, motivated and wealth creating. The population will contribute to, and benefit from, Manchester's success, with everyone achieving their full potential and having a great sense of participation and well-being.
- 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, respects and meets the needs of older people.
- A green city, proud of its rapidly improving local and global environmental performance and the contribution of the environmental sector, and with sustainable transport to economic growth.

# 04/ How we will deliver /



A key role for Manchester Partnership and Manchester City Council is to produce a community strategy. Delivery of the strategy is the responsibility of all partnerships, organisations, services and individuals within Manchester Partnership.

The framework of the strategy will enable organisations, groups and individuals to contribute through strategic, corporate and operational plans, be they at sub-regional, city-regional, city, district or neighbourhood level.

In addition, there is a new relationship between the community strategy and spatial planning as is being identified in the emerging Local Development Framework (LDF). The LDF is made up of a core strategy and individual planning documents for particular areas or issues to give a more flexible and responsive approach to planning.

In Manchester, these structures will be strengthened by three agreements which will clearly set out what actions must be achieved, and by whom. These are:

- **the Local Area Agreement which is between Manchester Partnership, Manchester City Council and the Government**
- **the Partner Agreement between the key partners within Manchester Partnership and**
- **the Mancunian Agreement which will be between individuals, groups or localities and Manchester Partnership.**

Extensive research, based on what we know about Manchester's people and communities, has shown that to create a better life for each person in Manchester there must be a strong economy, not just that of the city but of the sub-region as well. Success is a population that is wealthier, living longer with happier and healthier lives. There is a direct link between a strong economy, with people benefiting from that wealth, and a wealthier happier community.

Manchester's Community Strategy has drawn the link with three core drivers for success. Continued and sustainable economic growth is the pre-condition to a successful city, and the three drivers, or 'spines', show how we will turn the wealth generated from economic growth into better outcomes for residents.

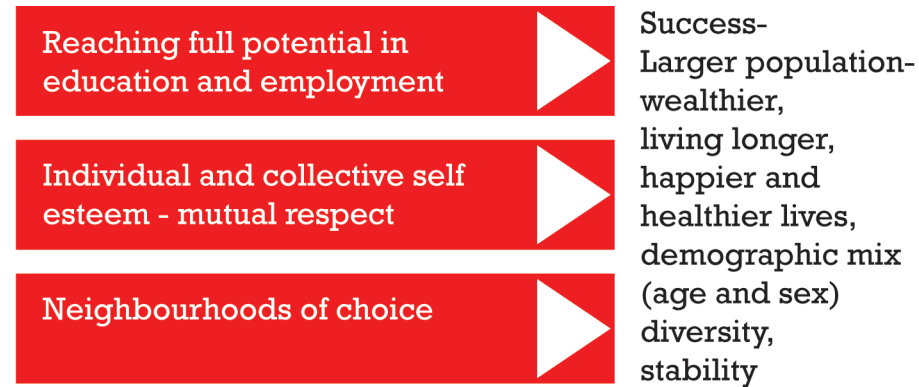
The first spine is to enable individuals to reach their own full potential through education and work. The second spine, recognising that many people who reach their full potential may then choose to leave the city, is to create neighbourhoods of choice so that people choose to stay in, or move to, Manchester. The third spine is to raise peoples' ambition, self esteem, and aspiration, to have respect for themselves, each other and their neighbourhoods – it is the people themselves that drive the other two spines.

# 05/ How Mancunians will work together / A Mancunian Agreement



## The Spines

Driven by the performance of the economy of the region and sub region



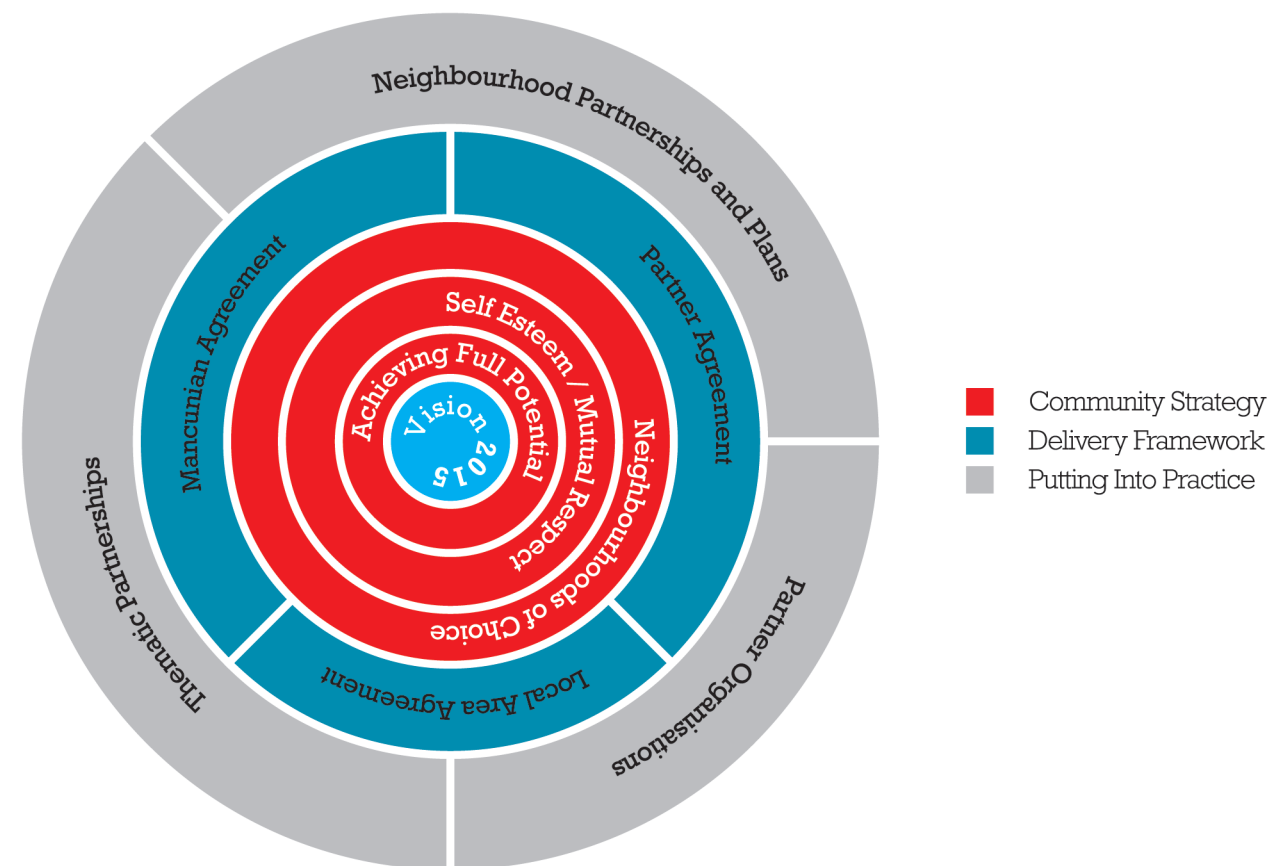
Our Community Strategy delivery is about actions, and there are a number of priority actions which will have significant impact on reaching the vision by 2015. The priority actions are set out in full in relevant thematic and area-based strategies and these can be found on the Manchester Partnership website [www.manchesterpartnership.org.uk](http://www.manchesterpartnership.org.uk)

These elements, the partnerships, the agreements and the spines, sit together and will enable us to reach the vision by 2015.

### Some of our priority planned activities

- To increase the number of people in jobs as a result of tackling worklessness; reducing the numbers of long-term unemployed and those receiving incapacity benefits.
- Bringing services for children and young people together at a district level to better serve and support them and their families.
- Improving educational outcomes for children and young people to ensure they have the qualifications and skills needed to access employment.
- Delivering quality private housing and choice in areas that have suffered from collapse of their housing market.
- Creating neighbourhoods of choice, areas where people want to live, bring up their children and work.
- Reducing drug and alcohol related problems particularly in relation to crime and disorder, anti-social behaviour and health inequalities.
- Empowering residents to influence and contribute to creating the city they want.
- Helping to create tobacco smoke-free places and to encourage healthy eating and active lifestyles.

## The Way We Deliver



Many things make a city a great place - jobs, universities, schools, architecture, restaurants, shops, sports clubs, theatres and galleries. But Manchester's greatest asset is its people.

The people of Manchester have told us that being a good Mancunian is about being friendly, welcoming, proud, passionate and creative. The way we live together and behave towards each other makes a big difference to our quality of life.

From listening to people across the city, we have heard how living alongside each other successfully is a shared responsibility. This is why we are suggesting that we find a way to help people to develop agreements with their communities and their city. This idea is based on the belief that everyone plays a part in making their neighbourhood, and Manchester, a great place.

People could make these agreements to say how they can help improve each other's lives, and the place where they live. For the time being we are calling these 'Mancunian Agreements'. Manchester Partnership is committed to these agreements emanating from the residents and their communities. The Partnership will not impose an agreement on those who don't want it.

Many people have said that agreements stating what they will do differently to improve their area must be backed up by actions from agencies that provide public services. When the Community Strategy was formally adopted in July 2006, service organisations stated their commitment to the development of agreements and confirmed that they will play their part in making them successful.

In early consultation about the idea of having Mancunian Agreements, people told us they supported the concept provided people own it and it is not something that is thrust upon them.

The agreements might be different for different areas or different groups of people. Throughout late 2006 Manchester Partnership will help groups of people develop pilot agreements. In 2007, when the pilots have shown what can be achieved, any group of people in Manchester will have the opportunity to make their own agreement around issues that are important to them.

Our long-term aspiration is to change the way public services and residents work together as we tackle the issues that have the greatest impact on their lives.

# 06/ How the partners will work together / The Local Area Agreement (LAA) and the Partner Agreement



## **Local Area Agreement (LAA)**

Manchester's Local Area Agreement (LAA) is a formal agreement with Government. It sets out the targets we must reach within the first three years of the Community Strategy 2006-2015.

The LAA bring together targets for Manchester City Council, other public services and community and voluntary organisations. By bringing our targets together into one plan, we will reduce duplication and bureaucracy and achieve a sharper, more unified focus on those things that matter most in Manchester.

The LAA also sets out how Government will support Manchester and is an opportunity for us both to work more closely.

A copy of Manchester's LAA is on Manchester Partnership's website [www.manchesterpartnership.org.uk](http://www.manchesterpartnership.org.uk)

## **Partner Agreement**

If public services are to improve the way they work together there needs to be specific ways in which they can work differently to deliver changes. Only then can they play their full part in achieving the vision by 2015.

By being clear about what each partner will do on a particular issue, there will be tangible commitments. Everyone will be able to see what has been achieved and by which organisation. Each organisation within the agreement will know exactly what is expected of them, each will be clear about what actions need to be taken to resolve a particular challenge.

The Partner Agreement will address a small number of issues to start with. As they effect change by creating different ways of working together, these can form models that can be used with more issues and partner organisations.

*One issue that is being worked on includes the NHS, as one of the largest employers in the city, looking at ways in which it can fill vacancies or gaps in its workforce with local people. It is doing this by working closely with organisations that can identify people looking for work and agencies that can equip people with the support and skills they need. The aim is to assist local people in reaching their full potential and to enable them to benefit from local opportunities so that they can be part of the healthy economy of the city and have a better life.*

# 07/ How we will measure our success /





We need to check that we are getting it right and getting closer to achieving the vision by 2015.

If we achieve our vision, Manchester and its population will be very different in the next decade.

- All areas of the city will benefit from the city's success, every neighbourhood will be included.
- Manchester people will be wealthier, live longer, be healthier and enjoy happier lives.
- Children and young people will be safer, more resilient and fulfilling their potential.
- There will be more working families.
- Six out of ten homes will be owner occupied.
- Productivity (Gross Value Added per head) for Manchester will be greater than the UK average.
- Manchester will be in the top 10 of European business cities.
- Our population will have increased to 480,000.

We need to measure how we are doing against our targets, and this will be done by using signposts known as indicators. The indicators will be monitored regularly to check that we are achieving our goals. As monitoring takes place, we will be able to link our work to the impact it has on the city. That way we can focus our resources on making the biggest difference to Manchester.

The indicators are arranged on four levels, each of which will tell us something different about Manchester. Collectively they are known as the State of the City Indicators.

# 08/ Life / The Manchester DVD



### **Level 1 indicators include:**

- Population, this is key to monitoring Manchester's growth.
- Gross Value Added, a measure of Manchester's economy.
- Median incomes (residence based), a measure of residents' wealth.
- Life expectancy, a measure of residents' health.
- The percentage of residents who feel their local area is a place where people from different backgrounds and communities can get on well, a measure of our diverse and cohesive communities.
- Resident satisfaction with their neighbourhood and Manchester as a place to live, a measure of 'happiness' of residents.

### **Level 2 indicators are linked to the three spines (see section 04) and include:**

#### *Neighbourhoods of choice:*

- British Crime Survey Overall Crime, a measure of how Manchester is doing as compared with the rest of the UK.
- A reduction in the percentage of people who have a high level of worry about being a victim of crime, a measure of how safe people feel.
- The proportion of land and highways assessed as having significant or heavy deposits of litter, a measure of our environmental state.
- The number of vacant properties, a measure of whether an area is a desirable place to live.
- Greenest City Programme Targets, a measure of environmental sustainability.

#### *Reaching full potential:*

- Proportion of 16-18 year olds not in education, employment or training, a measure of reaching full potential.
- Proportion of population with skills at NVQ level 3 or above, a measure of young people's skills.
- Proportion of pupils achieving at least 5 A\*-C at GCSE and equivalent, a measure of how much our young people are achieving academically
- The employment rate, a measure of how many people are enjoying the economic benefits of the city.
- The number of residents in receipt of out-of-work benefits, a measure of how many people are unable to enjoy the economic benefits of the city.

#### *Self-esteem and mutual respect:*

- The percentage of people surveyed who feel they can influence decisions, a measure of confidence of local people and how engaged and involved they feel.

### **Level 3 indicators**

These indicators will be identified by the thematic partnerships and stated in each annual action plan.

Further indicators will emanate from district Strategic Regeneration Framework action plans.

### **Level 4 indicators:**

These will be developed by the thematic partnerships as they develop their action plans. Their purpose is to provide an early warning for indicators from levels 2 and 3 that may not be met. This will provide early opportunities to address issues as they arise.









the  
**Manchester**  
**Partnership**

**AGENDA2010:**  
IMPROVING RACE EQUALITY  
IN MANCHESTER

[http:// www.manchesterpartnership.org.uk](http://www.manchesterpartnership.org.uk)