

Manchester Transforming Local Infrastructure (TLI) Programme

End of grant report - October 2013

(Extracts taken from the final report submitted to the Big Fund in October 2013)

Section one

Your project's achievements and progress

1.1 Please give a brief overall summary of how your project delivery developed over its lifetime.

The programme encountered difficulties in relation to appointing the key post of Programme Co-ordinator. Following two unsuccessful attempts to recruit the post was reviewed and it was only in January 2013 that the Programme Co-ordinator post was finally filled by Martin Preston. These delays did have an impact on the initial delivery of the programme. The bulk of expenditure has been based around subcontracted projects. With the appointment of the Co-ordinator alongside the additional capacity provided by creating the Independent Chair role (Richard Caulfield), the programme was able to catch up and achieve both the outcomes and expenditure targets by the end of the project.

1.2 Tell us about how you have achieved your project outcomes. It is important that you let us know the date on which the planned indicators for each outcome were met. If an indicator has not been fully achieved, please detail the impact this has had on the project.

Project outcome 1:

Outcome: Infrastructure organisations analyse the scale and diversity of the local CSO sector and plan and design services. Frontline CSOs benefit by having available the support they actually need.

Indicator: Number of groups contributing to the first State of the Sector Survey: 350 frontline CSOs contribute to the State of the Sector survey.

Timescale: At the end of the project

In the space provided below tell us more about your progress towards achieving this outcome. The progress is measured by meeting the planned indicators. Explain how you have met these indicators and how you have measured this, for example by showing progress towards numbers or planned timescales. If an indicator has not been fully achieved, please detail the impact this has had on the project.

This outcome was achieved as planned. 359 CSOs from the city of Manchester completed the state of the sector survey. The research was undertaken by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University. The survey was open from October 2013 to mid January 2013. The City of Manchester report was published in May 2013 and forms part of a wider collection of reports: there is a Greater Manchester wide report and a report for each of the six other local authority areas participating in the study. The full collection of reports can be downloaded from the CRESR website (www.shu.ac.uk/research/cresr/reports). The 'City of Manchester State of the Voluntary Sector 2013' report can be downloaded from: <http://tinyurl.com/lbnzzys>. For the first time in the city of Manchester data on the scale and scope of the sector and its place in the city's economy has been compiled. The results of the survey are being used by Macc and the Manchester TLI partners to plan and design support services which are appropriate for the specific needs of the local sector. The survey has provided a baseline measurement of CSOs levels of satisfaction in relation to the range and quality of support they receive from local infrastructure. This will be re-assessed on an annual basis to ensure the necessary improvements in service and support provision are made.

Following on from the 'State of the Sector' survey the Centre for Local Economic Strategies (CLES) was commissioned to develop a framework which focuses on how the sector can contribute to a better economy in the city, where equality of opportunity, well-being and sustainability is perceived as key to economic prosperity. The work involved extensive consultation with CSOs and networks, as well as with public and commercial sector actors. Over the summer CLES developed the evidence base in terms of understanding what needs to happen to embed the sector in policy decision making and to develop more productive and collaborative relationships. This went alongside wider case study evidence showing the value of the voluntary sector and how other places utilise their social sectors to make better and inclusive economies. The framework plots a number of routes incorporating a new model working for a progressive, contemporary economy. The work commenced in June 2013 and will be concluded in late October 2013.

The Manchester Community Central (www.communitycentral.org) portal has been re-designed and will be officially launched on 18 October 2013. The site enables frontline groups to access a comprehensive range of new and existing services and products which have been developed to meet their needs. The portal provides groups with a single, access point to the products services

and support they require. The portal also provides a variety of authorised support providers (from within and outside Manchester) with a mechanism to market and sell their services and products to a wide market.

Project outcome 2:

Outcome: Infrastructure organisations identify and implement optimum configuration of agencies for the delivery of services. Frontline CSOs benefit from a cohesive, identifiable and accessible infrastructure which leads and supports.

Indicator: Number of infrastructure partners committing to a published statement of intent: 12 infrastructure organisations sign the published statement of intent

Timescale: July 2012

Indicator: Number of frontline CSOs expressing satisfaction with infrastructure services: 200 frontline CSOs respond positively to 1st annual survey.

Timescale: At the end of the project

In the space provided below tell us more about your progress towards achieving this outcome. The progress is measured by meeting the planned indicators. Explain how you have met these indicators and how you have measured this, for example by showing progress towards numbers or planned timescales. If an indicator has not been fully achieved, please detail the impact this has had on the project.

This outcome was achieved as planned. The partnership agreed that the platform for 'optimum configuration' is the Manchester Community Central brand (www.manchestercommunitycentral.org) which was previously established to provide capacity building services under contract to the City Council. Manchester Community Central is the mechanism through which frontline CSOs can access a cohesive, identifiable and accessible infrastructure support provision. The first version of the partners' statement of intent was published on the Manchester Community Central website in August 2012. A follow up exercise to re-visit and agree the shared vision and values was undertaken on 24 January 2013. Representatives from 13 TLI partners participated in the event. Following this event the statement of intent was re-written to incorporate the vision and values. All 13 TLI partners signed up to this. At the beginning of the project, specific focus was on three members of the partnership (MCCR, Third Sector Essentials, MERCi) which were identified as they were deemed to be at most immediate risk. All undertook a programme of work to review and reassess the viability of their existing services including how they could be delivered on a charged-for basis having previously been funded activities. These organisations presented progress reports to the TLI Partnership in September 2012. As a result of the work MCCR took the decision to withdraw from infrastructure provision.

In March 2013 the TLI partners undertook an exercise to enable them to identify new products and services that could potentially meet the needs of the local sector, could be sustained beyond the lifetime of the TLI funding and could (where relevant) be delivered in partnership with other TLI partners. The partners submitted applications for 'Service Development Bursaries' and following assessment a number were awarded small amounts of investment to enable their development. The following services were developed as a result: Manchester STAR Standard; Safe Induction Service; Trainee Placement Service; Sustainable Events Audits; Dynamic Facilitation and Wisdom Councils; Most Significant Change Outcomes Model; Manchester Social Impact Audit and Advisory Service; Collaborative Spaces – Community Venues database; Manchester Trading Post; Manchester Community Central Affinity Scheme. These new services and products are being made available to the local sector.

359 CSOs completed the 'City of Manchester State of the Sector 2013' survey. The research was undertaken by the Centre for Regional Economic and Social Research (GRESR) at Sheffield Hallam University. The survey was open from October 2013 to mid January 2013. The survey included questions exploring local organisations satisfaction with local infrastructure services. 54% of the organisations who responded to the survey were satisfied with the support they received from local support and development organisations. Of the organisations that received support 70% were satisfied. As a result of the survey a considerable amount of 'comment' data was also received and collated from frontline CSOs. This valuable data is also being analysed and used to drive improvements in terms of the types of products and services that are made available to the sector. The full report can be downloaded from: <http://tinyurl.com/lbnzzys>.

Project outcome 3:

Outcome: Infrastructure organisations make new relationships with the public, private and academic sectors. Frontline CSOs benefit by having new resources, people, opportunities and ideas available to them.

Indicator: Number of local organisations with a new Corporate Social Responsibility policy: 15 local organisations show evidence of actively delivering CSR.

Timescale: At the end of the project

In the space provided below tell us more about your progress towards achieving this outcome. The progress

Guides and Factsheets — The Charity Service was commissioned to deliver the 'Local Giving' project. This has led to the development of a number of Guides and Factsheets available via the Manchester Community Central portal. These include information on subjects such as: Gift Aid, Online fundraising, Payroll Giving and Corporate Social Responsibility.

Research — Forever Manchester (Manchester Community Foundation) were commissioned to undertake research into 'Local Giving'. The research aimed to:

1. understand the barriers and motivation for Manchester based businesses giving locally
2. increase donations and resources locally into Manchester
3. grow trust for local causes – proactively demonstrate the value and social impact of local voluntary action. The interim progress report was published in October 2013 and the final report will be completed and published in November 2013.

As a result of this research 175 Manchester businesses have been approached. 21 of these businesses agreed to participate in one-to-one interviews and a further 20 agreed to complete an on-line survey. 103 businesses responded to questions about their CSR policies. Of the 103 businesses 60% (62 in total) confirmed they had a CSR policy in place, 24% did not have one and 16% did not know whether or not their business had a CSR policy.

Fundraising pages — 11 people were trained as Community Reporters in video production. 3 of these used their content to produce fundraising/giving pages with assistance from Macc and the Charity Service. These pages have been included in the re-designed Manchester Community Central portal and encourage people and local businesses to donate money or volunteer their time (linked to Volunteer Centre Manchester): www.manchestercommunitycentral.org/give-locally. 19 more pages, using short films on the organisations to encourage donations are currently being edited and will be included in the re-designed Manchester Community Central portal. Groups are being encouraged via the portal to contact Macc if they are interested in developing similar pages: www.manchestercommunitycentral.org/raise-your-profile

Corporate Outreach — The 'Cross Sector Relationships' project was delivered by Dave Packwood Consultancy. The project has included the following elements:

1. Development of Good Practice guides - These have been included on the re-designed Manchester Community Central portal.
2. Desk top analysis of materials, reports and research on links between CSOs and Business - A summary of the research undertaken and learning gained has been included on the re-designed Manchester Community Central portal.
3. Production of training the trainers notes for capacity Building training events for CSOs and businesses.
4. Development and piloting of a VCS Businesses framework in one Manchester locality - Following a meeting with Manchester City Council it was agreed that we would identify one locality within Manchester to pilot a framework for developing relationships between CSOs and Business. Following further consultation it was agreed that Moss Side and Hulme would be the locality. The project then identified South Manchester Business network as a suitable conduit for identifying and contacting businesses. A piece of research has been undertaken with 8 CSOs within Moss Side and Hulme, to identify their biggest support needs and how businesses could help to meet them. The results of the questionnaire have now been collated and a report produced. Work will continue until December 2013.

Manchester Trading Post – The resource (www.manchestertadingpost.org.uk) was developed and is managed by MERCi. The resource was officially launched in September 2013. The site has been developed to enable local CSOs to 'Give Away', 'Swap' or 'Sell' unwanted equipment. The resource also enables businesses and public sector organisations to donate goods to the local CSOs. The intention in the future is to utilise the tool (or develop a separate resource) to enable groups to share staff and promote and fill secondment opportunities etc.

Spirit of Manchester Awards – The awards were run in Manchester for the first time and have proved a real success. Macc has developed a number of relationships with public, private and academic sector organisations as a direct result of running the awards. Organisations that supported the awards included: The Co-operative; Manchester City Council; Manchester Markets; Whitworth Art Gallery; Manchester Office Supplies; Band on the Wall; Imperial Leather; Manchester City Football Club; Manchester United Football Club; Southway Housing Trust etc. Macc has entered negotiations with the University of Manchester to run next years (2014) awards in partnership. Link: www.manchestercommunitycentral.org/spirit-manchester-awards-supporters.

359 CSOs completed the 'City of Manchester State of the Sector 2013' survey. The research was undertaken by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University. The survey was open from October 2013 to mid January 2013.

CSOs were asked questions relating to their dealings with the public sector. 82% had some dealings with Manchester City Council including 19% who had a 'great amount' of dealings and 37% who had a 'fair amount' of dealings. CSOs reported that 46% had some dealings with NHS Manchester, including 5% who had a 'great amount' of dealings and 15% who had a 'fair amount' of dealings. CSOs reported that 58% had some dealings with the University of Manchester, including 3% who had a 'great amount' of dealings and 20% who had a 'fair amount' of dealings. CSOs were asked to indicate the extent to which they had direct dealings with commercial businesses in Manchester. 67% reported that had some direct dealings, with 22% having a 'great' or 'fair' amount of contact. 22% of CSOs felt that Manchester businesses had a good record on corporate social responsibility. The 'City of Manchester State of the Voluntary Sector 2013' report can be downloaded from: <http://tinyurl.com/lbnzys>.

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Tell us about your progress towards completing the project activities. It is important that you let us know the date on which each activity was completed. If there has been a delay, tell us the impact on your project delivery.

Activity: Negotiations between partners to define "optimum configuration" and commence mergers, partnerships and rationalisation. Projects to support collaborative approaches.

Timescale: Year one

The planned work on this activity has been completed. In doing so partners have recognised that there is a need to continue to look at all options as other opportunities, funding and demand comes and goes. In choosing to adopt the umbrella brand Manchester Community Central, partners have acknowledged the fact that these 'behind the scenes' changes will continue but will not be permitted to disrupt or confuse service delivery to frontline organisations.

At the beginning of the project, specific focus was on three members of the partnership (MCCR, Third Sector Essentials, MERCI) which were identified as they were deemed to be at most immediate risk. All undertook a programme of work to review and reassess the viability of their existing services including how they could be delivered on a charged-for basis having previously been funded activities. These organisations presented progress reports to the TLI Partnership in September 2012.

Activity: Projects to improve income generation for CSOs: local giving, corporate outreach, social investment and local commissioning practice.

Timescale: Year one

Local Giving – The Charity Service was commissioned to deliver this work.

Guides and Factsheets: A range of resources, guides and factsheets have been produced and made available via Manchester Community Central. These include information on subjects such as: Gift Aid; Online fundraising; Payroll Giving; Corporate Social Responsibility.

Training: On 25 September 2013 Local Giving training was delivered to TLI Partners by The Charity Service. The training covered: Gift Aid, Online fundraising, Payroll Giving and Corporate Social Responsibility.

Research: Forever Manchester (Manchester Community Foundation) was commissioned to undertake research into 'Local Giving'. The research aimed to:

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Corporate Outreach – The 'Cross Sector Relationships' project was delivered by Dave Packwood Consultancy. The project has included the following elements:

1. Development of Good Practice guides – These have been included on the re-designed Manchester Community Central portal.
2. Desk top analysis of materials, reports and research on links between VCS and Business – A summary of the research undertaken and learning gained has been included on the re-designed Manchester Community Central portal.
3. Production of training the trainers notes for capacity Building training events for CSOs and businesses.
4. Development and piloting of a VCS Businesses framework in one Manchester locality – Following a meeting with Manchester City Council it was agreed that we would identify one locality within Manchester to pilot a framework for developing relationships between CSOs and Business. Following further consultation it was agreed that Moss Side and Hulme would be the locality. The project then identified South Manchester Business Network as a suitable conduit for identifying and contacting businesses. A piece of research has been undertaken with 8 VCS groups within Moss Side and Hulme, to identify their biggest support needs and how businesses could help to meet some of these needs. The results of the questionnaire have now been collated and a report produced. Work will continue until December 2013.

Social Investment Readiness Programme (SIRP) – Together Works was commissioned to undertake this work and help local CSOs to utilise the offer of social investment financing. The programme of activity incorporated the following steps:

- 1) Research was completed (March 2013) to understand the reasons why applications for investment were being rejected by Social Investment organisations.
- 2) An online diagnostics tool and resource hub on the criteria for investment readiness has been created and published (<http://togetherworks.org.uk/TLTintro>). The diagnostic tool has been designed in a way to enable relevant questions to be answered easily with guidance on external resources and pathways for appropriate support and information provided.
- 3) Training the TLI partners on Social Investment (delivered on 3 October 2013), when it is a suitable form of funding, what the criteria for successful applications are, and how to help CSOs to improve their investment readiness.
- 4) A practical training programme was developed to support local CSOs to improve their investment readiness and to develop the dialogue between social enterprises and social investment organisations.
- 5) A bursary fund was established and awarded to support CSOs to improve their investment readiness through bespoke consultancy support. Two local CSOs were identified and are currently receiving intensive 'Investment Readiness' support. This will be completed in November 2013. The consultant will also publish recommendations for infrastructure on key areas of support required for capacity building for social investment in the City of Manchester.

Commissioning Intentions Database – Macc has developed this resource which is included in the re-designed Manchester Community Central portal. The database provides up to date information on local commissioning opportunities for CSOs. The database was developed following consultation with Manchester City Council.

Commissioning Support Service – A consultant was appointed (Alan Lawrie) to carry out research and produce a report detailing the types of offers/packages that stand the highest chance of being purchased by public commissioning bodies to support them in their commissioning processes. A model will then be developed on how the Commissioning Support Service could operate including: business opportunities; products and services; collaboration opportunities; business model etc. The draft report has been produced and final copy of the report will be published at the end of October 2013.

Activity: Projects to improve support to CSO workforce including CRB checking, HR & legal support, a central agency for secondments and staff sharing.

Timescale: Year one

CRB/DBS Checking Service – The service was launched during summer 2012 and is managed and run by the Gaddum Centre. As a result of TLI investment the service has taken 212 free referrals for DBS checks, 135 of which have led to successful DBS applications that were referred through the Manchester Volunteer Centre and were all for free. 9 free training sessions in total have been conducted and 100 learners have benefitted as a result. The service has established a website (www.crbmanchester.co.uk) that contains up-to date information and advice on the criminal records checking process. 100 local organisations have been provided with advice, support and checking services.

HR Resources – Macc has commissioned the production and publication of a range of HR related factsheets and resources around common themes including: Line management; Supervision skills; Redundancy; Equalities; Equality Act 2010; Employment vs self employment; Safe recruitment processes/best practice; Job design; Pay reviews/salary scales. These factsheets are available via the Manchester Community Central portal and will be reviewed and updated on an annual basis.

Manchester Trading Post – This resource (www.manchestertradingpost.org.uk) was developed and is managed by MERCi. The resource was officially launched in September 2013. The site has been developed to enable local groups to 'Give Away', 'Swap' or 'Sell' unwanted equipment. The resource also enables businesses and public sector organisations to donate goods to the local CSOs. The intention in the future is to utilise the tool (or develop a separate resource) to enable groups to share staff and promote and fill secondment opportunities etc.

Manchester Trainee Placement Service – The Gaddum Centre are leading the development of this service which will enable and support placements for trainee social workers and psychological therapists throughout the sector in Manchester. The service will ensure that Qualified Practice Educators are provided for trainee social workers and that Clinical Supervisors are provided for trainee Counsellors/Play Therapists. Placements are due to start in January 2014. The fee paid to CSOs for each 100 day social work placement is currently £2800. 50% of this will be used to finance the provision of a Practice Educator, the remainder paid to the group providing a placement. The local groups will also benefit from the input of an additional staff member/volunteer.

Job Advertising – The Manchester Community Central portal includes a section (www.manchestercommunitycentral.org/news-and-events/job-opportunities) which is dedicated to advertising the employment vacancies of Manchester groups. The portal continues to provide local groups with free job advertising facilities. Since March 2012 over 700 jobs have been advertised via the portal.

Activity: Delivery of Manchester's first "State of the Sector Survey" including analysis of the sector's economic impact on the city.

Timescale: Year one

This outcome was achieved as planned. 359 CSOs from the city of Manchester completed the 'State of the Sector 2013' survey. The research was undertaken by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University. The survey was open from October 2013 to mid January 2013. The City of Manchester report was published in May 2013 and forms part of a wider collection of reports: there is a Greater Manchester wide report and a report for each of the six other local authority areas participating in the study. The full collection reports can be downloaded from the CRESR website (www.shu.ac.uk/research/cresr/reports). The 'City of Manchester State of the Voluntary Sector 2013' report can be downloaded from: <http://tinyurl.com/lbnzys>. For the first time in the city of Manchester data on the scale and scope of the sector and its place in the city's economy has been compiled. The results of the survey are being used by Macc and the Manchester TLI partners to plan and design support services which are appropriate for the specific needs of the local sector.

Activity: Publication of a new support brochure listing products & services available and piloting a subscription model.

Timescale: Year two

Potential providers were invited to join the 'Manchester Community Central Approved Supplier List' by completing an application form. These applications were assessed and suitable organisations and individuals were then included in the register which has been incorporated in the re-designed Manchester Community Central portal (www.manchestercommunitycentral.org). The site will be officially launched on 18 October 2013. The new 'Manchester Community Central Approved Supplier List' includes a 'Trip Advisor' style rating system which enables users to rate and post comments relating to the quality, relevancy and cost of the support they are provided with.

Macc also launched (September 2013) the 'Macc Affinity Scheme'. Through the Affinity Scheme the following four NAVCA Essentials partners (www.navca.org.uk/navca-essentials) have been made available to local CSOs:

- 1) Tennyson Insurance, working with Zurich to provide tailored insurance services.
- 2) Phone Coop, part of the Cooperative movement, providing all aspects of telecommunications.
- 3) Utility Aid, providing energy services to reduce costs and energy use.
- 4) Charity Backroom from Voluntary Norfolk, a specialist charity providing expert HR support.

A fifth NAVCA Essentials partner will also be included in the offer to provide pension services by the end of 2013. As this initiative develops Macc aims to increase the range of (national and local) services that are available to CSOs through the affinity scheme: www.manchestercommunitycentral.org/macc-affinity-scheme.

Activity: Implementation of a commissioning "kitemark" for CSOs and accompanying accredited training for commissioners.

Timescale: Year two

Macc launched the 'Manchester STAR Standard' in September 2013. The STAR Standard was originally developed by Halton and St Helens Voluntary and Community Action. Macc has bought a license and has developed a local version of the standard for Manchester in partnership with commissioners and local CSOs. The Manchester STAR Standard is an externally assessed quality standard designed to enable CSOs to demonstrate their effectiveness and contribution to local agendas. Macc's capacity building team (6 staff members) have received training and are engaged in supporting 13 CSOs to achieve the standard. All Macc's electronic systems have been adapted to accommodate the STAR Standard. Groups will be able to complete the standard within 6-12 months. Macc's Strategic Lead for Commissioning (Nigel Rose) is engaged in work aimed at marketing and selling the standard to Manchester City Council Commissioners and local CCGs. This work is ongoing but initial indications are very positive. Macc aims to sustain the STAR Standard by convincing commissioners to cover some of costs for CSOs. The remaining costs will be covered through Macc membership fees and charging the groups to undertake it.

Activity: Delivery of Manchester's first "Third Sector Strategy" for developing the role of CSOs.
Timescale: Year two

The Centre for Local Economic Strategies (CLES) was commissioned to develop a framework which focuses on how the sector can contribute to a better economy in the city, where equality of opportunity, well-being and sustainability is perceived as key to economic prosperity. The work involved extensive consultation with CSOs and networks, as well as with public and commercial sector actors. Over the summer CLES developed the evidence base in terms of understanding what needs to happen to embed the sector in policy decision making and to develop more productive and collaborative relationships. This went alongside wider case study evidence showing the value of the voluntary and community sector and how other places utilise their social sectors to make better and inclusive economies. The evidence was collated together and built on the State of the Sector report in order to: Outline the need for a new collaborative approach which harnesses all of the assets, expertise and experience in Manchester from the social, public and commercial sectors; Show why this is needed for Manchester's economy to prosper; The evidence will then be used to develop a framework which identifies key messages and recommendations for all three sectors, and particularly for policy makers. The framework plots a number of routes incorporating a new model working for a progressive, contemporary economy. The work commenced in June 2013 and will be concluded in late October 2013.

Activity: VCS Assembly Annual Event presents first Manchester CSO Awards & reports on Equalities, Sustainability & TLI Programme.
Timescale: Year two

Manchester Voluntary Sector Assembly – The Assembly (www.manchestercommunitycentral.org/about-manchester-voluntary-sector-assembly) is a network of voluntary, community and faith groups and social enterprises in the city. The Assembly enables the sector to come together to discuss key issues and increase the influence of the sector on strategic and policy decisions. So far three Assembly events have taken place. The first Assembly was held on the 4 February 2013 and focused on focused on the perceived threat to independence from public sector policy around 'welfare reform' or 'welfare cuts'. The second Assembly took place on 11 June 2013 and focused on the general pressures being faced by the sector. The third Assembly took place on 17 September 2013 and focused on the impact of cuts in welfare funding on the people of Manchester and on CSOs, and how the sector should respond. Approximately 240 people have attended the first three Assembly events.

Spirit of Manchester Awards – The awards have been managed and run by Macc and (www.manchestercommunitycentral.org/spirit-manchester-awards) are a celebration of the work of Manchester's voluntary and community sector. There were no awards tailored specifically to the sector and it was felt that especially in these hard times it was a way to bring attention to and reward the work. The Awards are closely aligned with the Voluntary Sector Assembly. Eight categories were chosen:

- 1) Volunteer of the year – outstanding contribution
- 2) Volunteer involving organisation of year
- 3) Small business of the year – commitment to corporate social responsibility
- 4) Most innovative group
- 5) Best service user involving organisation
- 6) Most successful campaign
- 7) Best partnership initiative/collaboration
- 8) Contribution to the sector

70 applications across the eight categories were submitted and through a judging panel this was narrowed down to three or less shortlisted candidates for each category. All of the 20 shortlisted candidates had short films made of their projects. The first Spirit of Manchester Awards event was held at the Co-operative headquarters (thanks to Co-operative sponsorship) on 26 September 2013 and over 100 guests attended. The Mayor of Manchester presented the awards and on the night the audience used interactive voting buttons to vote on the winners. The event attracted a number of key supporters and sponsors from the public, private and voluntary sectors (www.manchestercommunitycentral.org/spirit-manchester-awards-supporters). The feedback from all guests was very positive and the event gained a large amount of press coverage etc. Macc will run the Spirit of Manchester Awards on an annual basis in the future.

1.3 Tell us about any unexpected outcomes (positive or negative) that have happened as a result of running your project.

The TLI investment has led to a comprehensive range of services, resources and tools being developed and made available to the public, private and voluntary sectors in the City of Manchester. These new services, resources and tools have been combined with existing ones and are available via the re-designed Manchester Community Central portal.

Stronger relationships have developed as a direct result of the Manchester TLI Programme. The opportunity for TLI partners to meet and communicate over the last 18 months has led to closer partnerships and all the partners have indicated that they intend to continue this arrangement in future. There is a genuine recognition within the partnership that all partners have a shared aim i.e. developing a stronger and more sustainable voluntary sector in Manchester.

9 staff from TLI Partner organisations have successfully completed a PTLLS training programme which will have a positive impact on the quality of training provision to local CSOs.

One of the TLI partners, the Learning Skills and Employment Network (LSEN) took the decision to cease operating.

The board of Together Works decided that it would cease to trade as of the 14th October 2013.

Commissioning work from both within and outside the partnership has provided Macc (as core infrastructure organisation for the city of Manchester) with an opportunity to test their individual skills, expertise and capacities to deliver work on time and to the required standard. As a result of running the TLI programme Macc has built an in-depth knowledge of these organisations and therefore who can and should be chosen to deliver work and projects in the future.

The Spirit of Manchester Awards have been a considerable success in their first year. The positive feedback from all the recipients, individuals and groups involved and the supporters has exceeded our expectations. Macc has committed to running the awards next year (2014) and hopefully for many years in the future.

Macc was successful in its tender submission to deliver Manchester City Council's infrastructure support contract. This has ensured that Macc will be funded for the next three years (until 2016) to provide the local voluntary sector with infrastructure support services. The tools, resources and activities that have been funded and developed as a result of the TLI investment had a very positive impact in strengthening Macc's submission to Manchester City Council.

1.4 Has your project brought about the changes you expected it to?

The project has definitely brought about the changes we expected it to. As a result of the TLI investment the following services/resources/tools have been developed for the benefit of the local voluntary/private/public sector:

- Manchester STAR Standard
- Safe Induction Service
- Trainee Placement Service
- Sustainable Events Audits
- Dynamic Facilitation and Wisdom Councils
- Most Significant Change Outcomes Model
- Manchester Social Impact Audit and Advisory Service
- Manchester Community Central Approved Providers Register
- Spirit of Manchester Awards scheme
- Manchester Voluntary Sector Assembly
- Manchester Community Reporters
- MyManchester portal
- Collaborative Spaces – Community Venues database
- Commissioning Intentions Database
- Manchester Trading Post
- Manchester Funding Fair
- Local Giving (Factsheets, Guides, Funding Pages)
- Social Investment Readiness Programme (Factsheets, 'Traffic Light' Tool, Training Programme)
- Cross Sector Relationships (Factsheets, Trainign Programme)
- City of Manchester State of the Sector Report 2013
- Mancheser Third Sector Strategy
- CRB/DBS Safe Recruitment Service
- HR Factsheets and guides
- Manchester Community Central Affinity Scheme
- Manchester Community Central portal (re-designed)
- Manchester Community Central Approved Supplier List (inc. rating/review system)

1.5 Tell us about what you have learned by running this project, including working in partnership with other organisations, and any relevant points from research and evaluation that you have carried out.

What we have learned from running the programme - Working in partnership with other organisations is extremely beneficial as it enables each party to input and share their specific skills, experience and knowledge. Throughout the running of this programme partnership working has been key to its success. The TLI partnership is made up of a diverse range of organisations in terms of their size, expertise, capabilities and capacity etc. Running this programme over the last 18 months has shown that partnership working can only be built and sustained if all involved are open, honest and transparent in the ways they communicate and engage with each other. The TLI partnership has been built on these 'foundations' and through the diplomatic leadership of the Independent TLI Chair TLI partners have been fully included and engaged in all aspects of the programme's delivery and management. The TLI partnership has also benefitted from being able to agree its vision and values which has helped to direct the work it has delivered and commissioned. Macc also remained true to its commitment to the partners in that the majority of the work delivery and the related expenditure was directed through the partnership members themselves.

Section two

The future of your project

2.1 How have you ensured that the benefits of the project will be sustainable now that the grant is finished? Include details of activities that will be continuing.

As a result of the TLI programme the following products and services will continue now that the grant has finished:

- Manchester STAR Standard – The service will be managed and run by Macc. Costs will be covered by a mix of funding from commissioners, Macc (as part of Manchester City Council contract) and fees from CSOs.
- Safe Induction Service – The service will be managed and run by Gaddum Centre. Costs will be covered by charging organisations for training provision and consultancy services.
- Trainee Placement Service – The service will be managed and run by Gaddum Centre. Costs will be covered by the student placement fees paid by universities/colleges (50% paid to the placement organisation, 50% retained by Gaddum Centre to sustain the service).
- Sustainable Events Audit Service – The service will be run and managed by MERCi and costs will be covered by charging CSOs for audits.
- Dynamic Facilitation and Wisdom Councils – The service will be managed and run on a consultancy basis and will cover costs by charging CSOs directly.
- Most Significant Change Outcomes Model – The service will be managed and run by VYM and will cover costs by charging CSOs directly.
- Manchester Social Impact Audit and Advisory Service – The 5 trained auditors are currently investigating options for the future development of the service and the most effective delivery model e.g. Setting up a CiC. The service will cover costs by charging CSOs directly.
- Manchester Community Central Approved Providers Register – The register will be managed by Macc and the running costs will be covered as part of the as part of Manchester City Council contract. Some costs will also be covered by Macc's (to be introduced) membership fee.
- Spirit of Manchester Awards scheme – The Awards will be managed and run on an annual basis by Macc and costs will be covered by a mix of sponsorship and Macc (as part of Manchester City Council contract).
- Manchester Voluntary Sector Assembly – The Assembly will be managed by Macc and run on a quarterly basis. Costs will be covered via the Manchester City Council contract. Some costs will also be covered by Macc's (to be introduced) membership fee.
- Manchester Community Reporters – Macc has purchased the licence to continue to deliver Community Reporters training and support programme and costs will be covered by charging CSOs and individuals.
- MyManchester portal – The portal will be managed and run by Macc. Costs will be covered via the Manchester City Council contract. Some costs will also be covered by Macc's (to be introduced) membership fees.
- Collaborative Spaces/Community Venues database – The community venue data gathered as a result of this exercise will be incorporated into Macc's own core database and the information will be accessible via the Manchester Community Central portal.
- Commissioning Intentions Database – The database will be managed by Macc and the costs will be covered via the Manchester City Council contract.
- Commissioning Support Service – The service (once developed) will be managed and run by Macc. Costs will be covered by selling associated services to public bodies/commissioners etc.
- Manchester Trading Post – The resource will be managed and run by MERCi. Costs will be covered by charging users of the service and via sponsorship/advertising.
- Local Giving (Factsheets, Guides, Funding Pages) – These resources will be maintained and updated by Macc as part of the Manchester City Council contract.
- Social Investment Readiness Programme (Factsheets, 'Traffic Light' Tool, Training Programme) – These resources will be managed by Macc and costs will be covered through a mix of service (e.g. training) sales and via some support from Macc's Manchester City Council contract.
- Cross Sector Relationships (Factsheets, Training Programme) – These resources will be managed by Macc and costs will be covered through a mix of service (e.g. training) sales and via some support from Macc's Manchester City Council contract.
- City of Manchester State of the Sector Report 2013 – The State of the Sector survey will be undertaken on an annual basis by Macc and costs will be covered via the Manchester City Council contract.
- Manchester Third Sector Strategy – The Third Sector Strategy will be administered by Macc.
- CRB/DBS Safe Recruitment Service – The service will be managed and run by Gaddum Centre. Costs will be covered by

charging CSOs for training provision and consultancy services.

- HR Factsheets and guides – These resources will be maintained and updated by Macc as part of the Manchester City Council contract.
- Macc Affinity Scheme – The Affinity Scheme will be managed and run by Macc. Costs will be covered via the commission earned from endorsed suppliers. Some costs will also be covered by Macc's (to be introduced) membership fees.
- Manchester Funding Fair – The fair will be managed and run by Macc on an annual basis and will cover costs via booking fees/sponsorship.
- Manchester Community Central portal (re-designed) – The portal will be maintained and updated by Macc as part of the Manchester City Council contract.
- Manchester Community Central Approved Supplier List (inc. rating/review system) – The list will be managed and run by Macc as part of the Manchester City Council contract.

The Manchester TLI partnership has undertaken an analysis of the products and services that have been developed as a result of the programme. The 'Looking Beyond TLI Funding' report was published in September 2013 and looks at how far the TLI partners progressed in terms of meeting the aims of the programme. The report aims to provide an overview of the legacy of the TLI programme in relation to sustainable infrastructure beyond the lifetime of the funding. The report reviews how far the products and services have come in terms of their development and makes recommendations for increasing their scope and sustainability.