MANCHESTER
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The University of Manchester

Inspiring Communities

Working together for mutual benefit

Local community social engagement plan 2016-2019

Contents

1. Vision and principles

> "Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of higher education knowledge and resources with those of the public, public sector, third sector and private sectors to enrich scholarship, research, and creative activity; enhance teaching and learning; prepare educated, engaged citizens; strengthen democracy values and civic responsibility; address critical societal issues; and contribute to the public good". (Adapted from the *Carnegie Community Engagement Classification[1]*)

1.1
Our vision

Inspiring Communities has been developed to deliver against key aspects of the University's Manchester 2020 Strategic Plan, and will contribute to our vision to be *"a world-leading University recognised globally for the excellence of our research, outstanding learning and student experience . . . which is a major contributor to the economic, social and cultural transformation of the city of Manchester, the north, the UK and the world."*[2]

The University of Manchester was the first of England's civic universities. We were created by and for the people of Manchester during the early nineteenth century, who were interested in the advancement of healthcare, engineering and the liberal arts. Significantly, these research and education functions were intended to benefit our communities in Manchester and wider society. Today, these distinctive social origins and purpose have been given substance through our prioritisation of social responsibility as one of three core goals of the University. Social responsibility sits equally alongside our commitment to world class research and outstanding learning and student experience and challenges us to ask ourselves not only 'what are we good at?' but also 'what are we good for?'. We already make a significant contribution to our communities and wider society through our research, our education and a wide range of remarkable activities undertaken by our staff, students and alumni.

From good to great

We enjoy a good reputation for the quality and impact of our different activities to engage local communities – a reputation that's been strengthened since the development of social responsibility as a core University goal. We now want to build on this and create *great* reputation for the quality and impact of this work. *Inspiring Communities* is a focused and coordinated plan to develop how we work with our local communities **–** and are inspired by them. It will move away from a one-directional model of community engagement based on the question of "what can the University *do* to support local communities?" Instead, the plan will develop ways of working to address a shared agenda with local communities around the question: "how can we inspire each other and work together for mutual benefit?". The plan will support all three University goals: it will provide pathways to world class research that creates local impact and engagement; and it will enable outstanding learning and student experience through interaction with local communities; and it will enable the University's operations, policies and activities to be inspired by, and to make a difference to, local people.

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[1] See http://nerche.org/index.php?option=com_content&view=article&id=341&Itemid=618
[2] Manchester 2020: The Strategic Plan of The University of Manchester - http://www.manchester.ac.uk/discover/vision/

1.2
Our principles

Inspiring communities is based on four core propositions[3]:

a. The future success of our local communities and the University are intertwined;
b. The University can make a significant contribution to improving the quality of life across its local wards, the wider city of Manchester, Greater Manchester and the North of England;
c. The University can enhance its overall mission of world-class research, outstanding learning and student experience and social responsibility through working with our local communities;
d. Local communities and the University share extensive global connections that enrich the quality of life and scholarship in Manchester.

We inspire our communities through the profound contribution we make to our city and region: through the advancement of knowledge, skills, internationalisation, healthcare, education, science, arts and culture - but also as one of the region's largest employers and investors in goods, services and capital initiatives.

We are inspired by our communities, and their histories, capacities, cultures and learning, to collaborate on new ways of discovering and sharing knowledge.

Anchored in the heart of our world-famous 'original modern' city, we are enriched by our location in the inspirational place that is Greater Manchester. As a major, globally-inter-connected city, communities in Manchester offer diverse and mutually enriching opportunities for researchers and students to address some of the world's greatest social, economic, cultural, environmental and scientific challenges. Local groups, residents and private, public and third sector organisations are recognised by the University as key 'assets' that contribute in important ways to our governance, research, teaching and engagement work. And of course, our communities provide attractive places to live for our staff and students. The University is therefore *of*, rather than *in*, the community - and we recognise that the favourable development of the University and our local communities are co-dependent.

The guiding principles and values underpinning *Inspiring Communities* include:

a) **Inclusivity:** prioritising the needs of marginalised or less advantaged communities and supporting the pursuit of more socially just outcomes;
b) **Mutuality:** developing equitable and mutually beneficial relationships that recognise the strengths and assets of the people and institutions in our communities;
c) **Openness:** exploring and developing new and innovative partnerships and activities, whilst at the same time being mindful that we may not always be the most suitable or effective partner organisation or individual;
d) **Humility:** acknowledging we are not the only holders of knowledge and that we look to the knowledge, assets and experiences in communities to shape our own understanding;
e) **Integrity:** being credible, consistent and honest about our capabilities and limitations.

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[3] These are drawn, in large part, from the University of Pennsylvania's *Netter Centre for Community Partnerships*

1.3
Developing the plan

The *Inspiring Communities* plan has been developed by the University's Office for Social Responsibility through the establishment of a Community Engagement Strategy Group (see Appendix A). This group consulted with staff, students and a range of members of the local community. It has been agreed by the University's Social Responsibility Governance Group, which is chaired by the President and Vice-Chancellor. Local communities will be involved in the ongoing development and implementation of the plan.

2. What is 'community' and 'engagement'?

2.1
Engagement

Inspiring Communities is our plan for social engagement with our local communities. It is important to define what we mean by 'social engagement' and 'local communities' since there are a myriad of contested terminologies.

Social engagement: 'Public engagement' has been an established term used by the Higher Education Funding Council for England (HEFCE) to imply, often, an educative relationship between universities and the public, where universities 'share', 'transfer' or 'exchange' their knowledge. Whilst there are many examples where the University's research agenda undertakes these functions, this framework of social engagement implies a far greater element of equity between partners, a commitment to inclusivity and social justice and viewing local communities in terms of their assets rather than deficits. Social engagement is also used to emphasise activities beyond research and is inclusive of the totality of a University's interactions with its local community.

Social engagement is often distinguished from economic/business engagement. This plan rejects such a crude separation between these agendas and points to how they interweave. For example, universities create work for less advantaged communities through their supply chains. Similarly, community and voluntary organisations (including volunteering by university staff and students) create significant financial benefit to the local economy and for the future skills of students. However, this social engagement plan also recognises that there are many non-economic measures of success. It will, of course, be concerned with the growth and prosperity of our neighbouring communities, but we will also be interested to ensure these benefits are inclusive of all social groups. Similarly, impact will be measured not only by financial indicators, but also through the pursuit outcomes that have wider social or organisational benefit.

2.2
Community

Communities of place, interest and identity: Communities can be defined as *communities of place -* geographic settlements of people bound together because of where they reside and work. There are significant communities of place – residential areas and places of employment – in very close proximity to the University, as well the University's international communities, where we have alumni in over 190 different countries. This plan describes work to engage our *local* communities. It does not prescribe a particular definition of place-based communities, since their exact scope can vary. Rather, a series of spatial zones have been identified in three priority zones:

- **Zone 1:** those ten Manchester wards where the University has the largest physical and student footprint: Ardwick, City, Hulme, Fallowfield, Levenshulme, Longsight, Moss Side, Old Moat, Rusholme, Withington.
- **Zone 2:** other wards in the Greater Manchester Combined Authority: across Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan.

- **Zone 3:** Other authorities where the University has a significant physical and/or staff footprint outside Greater Manchester: for example Cheshire East, Cumbria Derbyshire and North Staffordshire.

Figure 1 Zone 1 priority wards of Ardwick, Hulme, City, Rusholme, Longsight, Moss Side, Levenshulme, Fallowfield, Old Moat, Withington.

This means that, wherever possible, we would seek to support the development of our most local communities, whilst recognising that many programmes and agendas may have a wider footprint. There are also important *communities of interest and identity*: groupings of people based on interest, identity or organisation, for example, school children, older people, charities, NGOs, BME groups or businesses. Our commitment to engagement includes this recognition that communities extend beyond place into such interests and identities and this will be reflected, for example in projects with a language, age, education or health focus.

3.   Priorities and capabilities

Recognising how the success of the University is intertwined with that of our local communities, this plan seeks to identify mutually beneficial priorities in the community with those of the capabilities of the University.

3.1
Our capabilities

The University has a range of capabilities that can be harnessed to contribute to the development and wellbeing of communities. These can be grouped under four key headings:
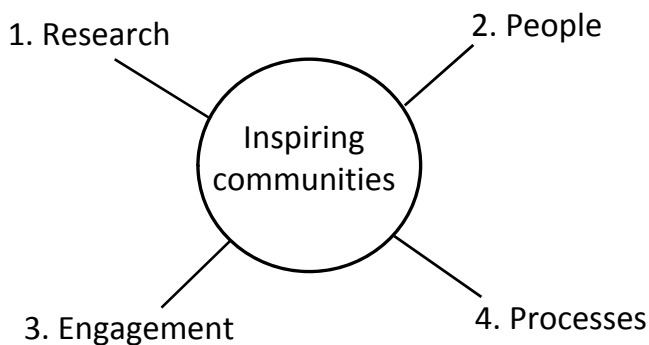
Whilst having the potential to inspire communities, the core capabilities of our University are also *inspired by* engagement with local people and organisations, creating a virtuous circle of engagement.

- **Research:** The University's world-leading research and its applications are helping to address major challenges and opportunities in our city region around health, culture, poverty, ageing, education, sustainability and devolution. At the same time, the University can yield richer understandings and produce greater public benefit through inspiration from institutions, groups and individuals in our communities such as the voluntary and community sector, businesses and the NHS. Closer and more collaborative working between University researchers and communities – for example through public and patient involvement, engagement and production of knowledge – can simultaneously yield greater academic insight, research impact and public benefit. Partnerships, collaborations and involvement of communities in research are now widely viewed as methodologically and ethically important for high quality research with significant social impact[4].

- **People:** Our community of 12,000+ academic and non-academic staff, 38,000+ students and 300,000+ alumni can inspire community partners in schools and educational establishments, local government, the voluntary and community sector, businesses and the health sector through the application of their skills as trained professionals; as students in applied learning and community volunteering settings; and as inspirational ambassadors and role models from across the world and every part of society. Our vision for teaching, learning and students emphasises our desire for there to be 'no boundaries and no barriers' to learning, where students are able to make a wide range of positive contributions to society, within and beyond the curriculum, through their learning. At the same time our recruitment of students, learning opportunities and support for graduate

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[4] For example see N8/ESRC *Knowledge That Matters: Realising the Potential of Co-Production* http://www.n8research.org.uk/view/5163/Final-Report-Co-Production-2016-01-20.pdf and the AHRC's Connected Communities *Creating Living Knowledge* https://connected-communities.org/wp-content/uploads/2016/04/Creating-Living-Knowledge.Final_.pdf

employment is inspired by our location in one of the world's pre-eminent cities and economies, which supplies our most significant proportion of future students and attractive employment prospects for our graduates.

- **Engagement:** We are able to inspire local communities through engagement with educational, cultural and scientific projects, and in particular through our renowned public institutions – the Manchester Museum, The Whitworth, John Rylands Library, Jodrell Bank Discovery Centre, Students' Union venues, Martin Harris Centre for Music and Drama and Race Relations Resource Centre. At the same time, partnerships with our large and diverse communities in Greater Manchester inspire the approaches we take to engaging individuals and groups with our public spaces, exhibitions and public programmes.
- **Processes:** As a major 'anchor institution' in Greater Manchester, we can inspire the lives of individuals, families, communities and enterprises. This occurs through virtue of our employment opportunities, as one of the region's biggest employers, through people trading with us through our supply chain and the access we provide to our infrastructure and facilities. At the same time, public, private and third sector institutions provide inspirational partnership opportunities to pursue shared policy and trading objectives, and the rich social and economic profile of our communities provide significant proportions of our workforce and contribute to our governance.

3.2
Greater Manchester and University priorities

The priorities of the University and of the community are clearly interlinked. We are a globally-connected and significant institution, anchored physically, socially and economically in Greater Manchester. It is the main place we work, study, congregate and learn. 74% (7,691) of our staff live in Greater Manchester, with 35% (3,628) of these in the city of Manchester. Around 2,000 of these are from overseas, contributing to Manchester's rich tradition of global exchanges in labour. Over 10,000 of our students are from non-European nations, with a particularly strong link to China. 92% of our students live in Greater Manchester and 81% live in the city of Manchester whilst studying. 40% of our graduates remain working in Greater Manchester following graduation, with around 80% of our North West graduates working in Greater Manchester. Our largest group of home student applications and enrolments are from the North West region (more than a third of home entrants), with more than one in six of all entrants being from Greater Manchester.

Many of our most significant strategic partners in the private, public and third sectors are also based in Greater Manchester. In developing this plan the University has engaged with a range of external people and policies focused on and connected to our local communities. The University has also been very mindful of the wide range of opportunities afforded by devolution for Greater Manchester's population of 2.8 million people. With increased control for Greater Manchester over key services including children's services, health and social care, transport and employment, and skills, will come opportunities for the University to work in partnership with leaders and citizens to enhance the quality of life across communities. As a recognised anchor institution in the region, the University is part of a cosmopolitan hub and world-class innovation district, where talented people from the City and across the world learn, create, work, socialise, live and do business; contributing to the social, cultural, scientific and economic dynamism of one of Europe's leading cities.

In establishing our priorities in Section 3.3, close examination of key strategies have taken place, in particular of *Stronger Together: Greater Manchester Strategy*[5], GMCA/NHS Greater Manchester's *Taking*

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[5] http://www.agma.gov.uk/gmca/gms_2013/index.html

Charge of Health and Social Care in Greater Manchester[6], Manchester City Council's *Our Manchester – The Manchester Strategy[7]*, *Community Engagement Strategy[8]* and Strategic Regeneration Framework and Ward Plans[9] and *Corridor Manchester: A Decade of Opportunity Strategic Vision to 2025[10]*. We have also taken inspiration from the United Nations' 17 Sustainable Development Goals (SDGs)[11].

This plan will enhance the focus, coordination and measurement of existing and future social engagement and partnership activity, to ensure we can address *mutual priorities* in our local communities. The mutual nature is important: the University is itself a charity, responsible for acting in the public benefit as described in the charitable objects of our Royal Charter "to advance education, knowledge and wisdom by research, scholarship, learning and teaching, for the benefit of individuals and society at large"[12]. Each potential community engagement opportunity will therefore always seek to ask the question: 'Is the University the most appropriate or effective partner?'. We do not wish to develop work others are better placed to do, which stray far from our own core mission, or where we do not have appropriate expertise. Productive opportunities for engaging and inspiring communities, therefore, occur in the space where the priorities and themes of the University and the local community overlap.
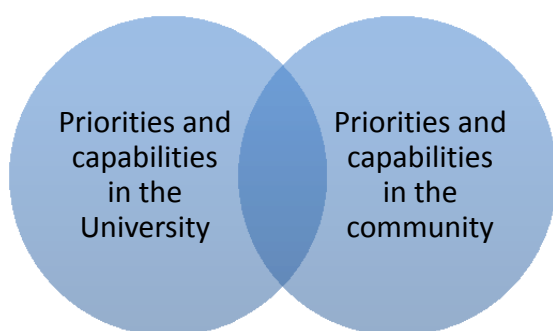
Community engagement priorities already take place across a wide range of different areas of our University: from community-based learning to widening participation; from applied-research to visitors into our cultural institutions; and from student volunteering to employing local residents. *Inspiring Communities* organises and maps actual and potential activities across four priorities that are mutual to the University and our communities.

[6] http://www.gmhealthandsocialcaredevo.org.uk/assets/GM-Strategic-Plan-Final.pdf
[7] http://www.manchester.gov.uk/mcrstrategy
[8] http://www.manchester.gov.uk/downloads/download/3736/manchester_community_engagement_strategy
[9] http://www.manchester.gov.uk/info/200079/regeneration
[10] http://www.corridormanchester.com/
[11] http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E
[12] http://www.manchester.ac.uk/discover/governance/charitable-status/

3.3
Mapping mutual priorities

The University's current and future engagement activities will be informed by four priorities that are mutual to the University and its communities: education and work; people, place and environment; health; and, science and culture. These map onto external strategies locally across Greater Manchester and globally through the UN's Sustainable Development Goals.

Mutual priorities	Some examples of existing work	Links to external strategies and aims	Links to Sustainable Development Goals
A. Education and Work Supporting people from every background to achieve their full educational and employment potential	• The Works • Apprenticeships creation • Capital programme framework partnership • School Governors Initiative • Manchester Access Programme • Gateways Programme • Greater Manchester Higher • Manchester Graduate Internship Programme • Teacher Education • Education Research • FairWRC Research	*Stronger Together* KPIs • "Increase No's of FTE jobs" • "Decrease benefit dependence" • "Increase No's degree-educated residents" • "Increase % with L2 qualifications" *Our Manchester* Aims • "Create new jobs accessible to residents" • "Ensure everybody is paid a living wage" • "School results above UK average" • "Increase % graduates and apprentices" *A Decade of Opportunity* Corridor Manchester Aims • "Accelerate Innovation, commercialisation & company growth"	• Goal 1: No poverty • Goal 2: Zero hunger • Goal 4: Quality education • Goal 8: Decent work and economic growth • Goal 10: Reduced inequalities
B. People, place & environment Supporting thriving, sustainable and diverse communities and maximising opportunities afforded through greater devolution of powers	• Manchester Urban Institute and its 'DevoManc Hub' • Manchester Institute for Collaborative Research on Ageing • Multi-lingual Manchester • Race Relations Resource Centre • Triangulum/SMART Cities • Student volunteering • CODE • GM Ageing Hub • University College for Interdisciplinary Learning • 10,000 Actions programme for staff	*Stronger Together* KPIs • "Increase peak-time non private car journeys" • "Decrease CO_2 emissions" *Our Manchester* Aims • "Strong sense of citizenship and pride in city" • "Improved green spaces" • "On path to zero carbon by 2050" *Taking Charge of our Health and Social Care* • Getting people involved in local communities *A Decade of Opportunity* Corridor Manchester Aims • "Creating a special place for people" • "Develop Smart City infrastructure and services • "Raising the bar: economic and social inclusion"	• Goal 5: Gender equality • Goal 7: Affordable and clean energy • Goal 10: Reduced inequalities • Goal 11: Sustainable cities and communities • Goal 13: Climate action • Goal 15: Life on land • Goal 16: Peace, justice and strong institutions
C. Health Improving the health and wellbeing of our communities	• Health Innovation Manchester • MAHSC • Centre for Engagement and Involvement • Well North • Student training and health placements • Sports volunteering • The Nowgen Centre	*Stronger Together* KPIs • "Decrease in all age all cause mortality" *Taking Charge of our Health and Social Care* • "Stay well & live at home for as long as possible" • "Improve health/wellbeing - be more active"	• Goal 3: Good health
D. Science and culture Making our region a great place to visit and participate in science and cultural activities	• Manchester Museum; The Whitworth; John Rylands; Jodrell Bank Discovery Centre • STEM education and research • Institute of Cultural Practices • Students' Union Academy • SEERIH	*Stronger Together* Aim • "Placing our City at the leading edge of science and technology" *Our Manchester* Aims • "Recognised for world-class cultural facilities" *A Decade of Opportunity* Corridor Manchester Aims • "Putting culture at the heart of place"	• Goal 4: Quality education, including appreciation of cultural diversity • Goal 9: Industry, innovation and infrastructure • Goal 13: Climate action • Goal 17: Partnerships

4.   Structures and resources

4.1
Structures

No part of the University has a monopoly on engagement with the University's local communities. A range of specialised services, functions, divisions, institutes and institutions within the University oversee University relationships and interactions with local communities. These include, *inter alia*: the Office for Social Responsibility; many areas of the Directorate of the Student Experience (Student Development and Community Engagement; Residences and Manchester Student Homes; Student Recruitment, Widening Participation and Outreach; Careers Service; Sport and Active Lifestyles); Human Resource functions such as The Works; Procurement; Regional and Economic Affairs; Directorate of Estates including Environmental Sustainability; Research and Business Engagement; Communications and Marketing; Development and Alumni Relations; the University Library and John Rylands Library; the Manchester Museum; The Whitworth; Jodrell Bank Discovery Centre; and a range of Research Institutes, partnerships, projects and grants, for example the Manchester Urban Institute, the Manchester Institute for Collaborative Research on Ageing, Policy@Manchester, the Manchester Academic Health Science Centre and the Health Innovation Centre. In addition, the University of Manchester Students' Union have significant interaction with the community, particularly through student societies, their public spaces such as the Manchester Academy venues and Student Action volunteering programmes.

This plan helps to provide a framework to focus, coordinate, make sense of and maximise the impact of these different interactions, rather than attempting to 'manage' them.

4.2
Resources

It is also difficult to disaggregate the resources devoted to local community engagement with any degree of accuracy. A benchmarking analysis with nine other institutions was undertaken using 2014/15 data to indicate the amount of resources committed to activities, the number of staff involved and how this compared when 'normalised' against other universities[13]. These figures suggest there may not be an issue with the overall amount of resource dedicated to community engagement, but that there could be opportunities to coordinate and harness these more effectively.

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[13] The lowest level of analysis from which figures were collected was under the category "To develop and maintain relationships and programmes with local community groups including community inclusion and education programmes; social responsibility programmes with the local community; liaising with local community on local matters; sponsorships by community groups and NGOs for students to study at the university (inbound sponsorships) or the enrolled students to study at another institutions for a short period (outbound sponsorships); widening participation programs for pre 16 year olds to promote progression to higher education." These revealed that £1.73 million and 47.59 full-time equivalent staff were committed to these activities - figures that were higher than predicted on the basis of the University's size and income. Significantly, over a half of these resources came from one Division – the Student Recruitment and International Development Division – since this function delivered against schools-outreach activity and study abroad. A further 20% is scattered across Schools and Research Institutes in the University, where community engagement is clearly forming a small part of a large number of peoples' roles. The University and others involved in the benchmarking exercise are endeavouring to collect greater granularity of these different aspects of expenditure in the future.

5.   Actions

New actions and measures have arisen from a major consultation with staff, students and external stakeholders between March and May 2016. Actions are grouped under the 'capability' headings charting the University's different engagements with its communities: research; people; engagement; and processes. Under each of these four headings will be a set of specific actions and timeframes over the next three academic years 2016/17, 2017/18 and 2018/19. Initial priority actions to be taken forward for 2016/17 are labelled. Key individuals, groups and areas of the University with responsibility for taking them forward are also identified.

5.1. Research actions
Enabling community access to, collaborative production of, and mutual benefit from, world-class research, enhancing both its quality and impact.

a. To help create a more permissive and supportive institutional environment for collaborative and co-produced forms of research with local communities that can simultaneously yield greater academic insight, research impact and public benefit.
    [RBESS/OSR and each Faculty]

b. Improve the signposting and accessibility of key research projects impacting on local communities, particularly via examples such as the Manchester Urban Institute and its 'Devo Manc Hub', Manchester Institute for Collaborative Research on Ageing (MICRA), Multi-lingual Manchester (MLM), Manchester Academic Health Science Centre (MAHSC), FairWRC Centre, Centre for Dynamics on Ethnicity (CODE), Manchester Urban Collaboration on Health, Ardwick Anchor project, Centre for Engagement and Involvement in the Faculty of Biology, Medicine and Health, and the Institute of Cultural Practices.
    [OSR/RBESS and Faculty Institutes]

c. Organise, and where possible co-deliver, at least five annual research events on key challenges facing local communities.
    FOH (>3), FBMH (>1); FSE (>1)
    2016/17 Priority

d. Building on processes established through the Faculty of Humanities SIF and IAA accounts, realise the benefits of strategic investment and/or discretionary funds held at Faculty and other levels to enhance public and community access to, collaborative production of, and local impact from, research.
    [FBMH; FSE]

5.2 People actions
Supporting student, staff and alumni engagement by maximising mutually beneficial interaction with local communities.

a. Further develop opportunities for students to contribute to communities as good neighbours.
   [SDCE/DSE]
   2016/17 Priority

b. Embed opportunities for community volunteering and social action into the Manchester student experience through a new Manchester Leadership Award.
   [SDCE/DSE]
   2016/17 Priority

c. Utilising existing structures, initiatives and mechanisms across Faculties and the Directorate for the Student Experience, enable a more permissive culture for community-based learning - developing learning practices that create community impact whilst also enhancing student satisfaction and employability. This will be achieved through:

   i. Profiling examples of community based learning through the 'learning through research' initiative;
      [T&L/DSE]

   ii. Building on processes established in the Faculty of Humanities' 'Social Responsibility in the Curriculum Fund', harness Faculty resources and recognition systems to enhance learning practices that create community impact in the areas of health and science/engineering;
      [FBMH/FSE]

   iii. Working with existing mechanisms across Faculties, the Directorate for the Student Experience and the University of Manchester Students' Unions, realise opportunities for student projects and/or dissertations to align with real issues in local communities, whilst also enhancing student satisfaction and employability.
      [T&L/DSE and UMSU]
      2016/17 Priority

d. Agree and embed positive messages about student contributions to the local community across a range of channels, highlighting volunteering and social action, raising and giving, and the economic and cultural impact of students, staff and alumni.
   [SDCE/DSE/UMSU and Marketing and Communications]
   2016/17 Priority

e. Building on the Governors and Give & Gain initiatives, explore additional focused opportunities for staff to gain learning and development opportunities through community engagement.

[OSR and Human Resources]

f.   Explore opportunities for locally-based staff to contribute to the University's community engagement activities.
[OSR and Human Resources]

5.3 Engagement actions
Deepening involvement and engagement between the University and local communities through opportunities to meet, share knowledge, collaborate and inspire for mutual benefit.

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a.   Foster a culture of high quality community engagement work across the University through the development of a quality standard.
[OSR]
2016/17 Priority

b.   Improve engagement with local residents and stakeholders by:

   i.   coordinating key communication messages and methods such as websites, newsletters, media, 'above the line' messages and social media and improving access to the University's physical and virtual 'front-doors'.
   [Marketing and Communications/OSR/DSE]
   2016/17 Priority

   ii.   facilitating ongoing engagement with local residents and stakeholders, specifically through the delivery of a pilot University Community Open Day.
   [OSR]
   2016/17 Priority

   iii.   facilitating ongoing engagement with local residents and stakeholders, specifically through an annual event/dinner with local councillors.
   [OSR]

c.   Explore the constitution of an ongoing local community engagement group comprising of external representation in immediately surrounding wards to advise the University and enhance the strategic exchange of knowledge.
[OSR]

d.   Building on the Ardwick Anchor Research Project, develop a long-term engagement plan in partnership with the residents of the neighbouring Brunswick area.
[OSR and SEED]

5.4 Process actions
Ensuring our processes and policies balance efficiency, statutory obligations and our own charitable mission with opportunities to create benefit in our local communities.

a. Create employment opportunities for local residents through delivery of The Works, skills academies and the creation of targeted apprenticeships.
   [Human Resources]
   2016/17 Priority

b. Explore opportunities to support University staff from local communities to further develop their skills following progression into employment at The University of Manchester.
   [Human Resources and OSR]

c. Opening up access for local businesses, SMEs and social enterprises to the University's supply chain.
   [Directorate of Finance]
   2016/17 Priority

d. Creating beneficial impact for local communities through the University's capital programme social responsibility plan.
   [OSR/Directorate of Estates/Human Resources/Directorate of Finance/DSE and Faculties]
   2016/17 Priority

e. Improving awareness of, and expanding access to, the University's and Students' Union's facilities and spaces for local schools, groups and residents.
   [Directorate of Estates/Student Life/DSE and UMSU]

f. Enhancing opportunities for local residents to support the University's governance.
   [Governance Office]

g. Explore identification of external or philanthropic funding to support the longer-term development of community engagement.
   [Development and Alumni Relations and OSR]

6. Measures

To avoid creating burdensome reporting requirements we will measure success in community engagement in two key ways:

- by recognising and celebrating increases in high-quality community engagement work each year through an annual quality mark recognition process;
- understanding, measuring and improving awareness and perception of the University's work in local communities.

These two key measures are captured below under 'High Level Outcomes'. In addition, to support effective communication of impact, data will be collected in key areas where either a) it exists already or b) it could easily exist with modest effort. When collecting data, it is important to consider how this links to and supports core research, teaching and social responsibility goals of the University, or enabling goals such as developing the University's reputation. This will create a relatively light-touch annual 'balanced scorecard' or basket of indicators either through or in tandem with annual monitoring of data specifically capturing key engagements with local communities.

6.1
High-level outcome measures

These require the establishment of new methodologies and baselines and will potentially lead to the setting of more specific targets in the future. The two high-level outcome measures are:

1. An annual increase in high-quality community engagement activity through the achievement of at least five initiatives reaching an agreed quality standard each year.

2. More people in the local community are aware of the University's key activities and perceive these positively. This will be measured by a) a bi-annual survey of 1,000 long-term residents living in 10 priority wards, and ii) utilising the existing stakeholder survey.

6.2
Proposed scorecard measures

In addition to the two high-level outcome measures, the following data either exists already as monitoring or target data in the University's annual performance review, or could be collected relatively easily. Over the course of the next three years, it is envisaged that the following indicators could be brought together into an overarching scorecard.

Research: Enabling community access to, collaborative production of, and mutual benefit from, world-class research, enhancing both its quality and impact.

1.	Annual value of external research grants focused on LW/MCR/GM[14]
2.	Annual value of discretionary funds allocated across Faculties focused on LW/MCR/GM (e.g. IAA; strategic investment funds)
3.	Numbers of key public engagement with research activities and attendees
4.	Case studies of collaborative research with residents/groups in local wards

People: Supporting student, staff and alumni engagement by maximising mutually beneficial interaction with local communities.

5.	Students volunteering in GM
6.	Number of undergraduate entrants from LW/GM
7.	Number of student entrants from LW/GM via Manchester Access Programme
8.	Value of philanthropic support on GM-based undergraduate student bursaries
9.	Proportion of bi-annual staff in staff survey who support the University's social responsibility objectives
10.	Number of staff School Governors in LW/GM
11.	Number of alumni School Governors from LW/GM

Engagement deepening mutual involvement and engagement between the University and local communities through opportunities to meet, share knowledge, collaborate and inspire.

12.	Number/proportion of visitors to Cultural Institutions from LW/GM
13.	Number of schools / engaged with from LW/GM
14.	Number of learners engaged with from LW/GM
15.	Number/proportion of website hits off-campus from GM

Processes: ensuring our processes and policies balance efficiency, statutory obligations and our own charitable mission with opportunities to create benefit in our local communities.

16.	Number of staff employed from LW/MCR/GM (Grades 1-5 and 6-9)
17.	Number of people accessing employment and skills support at The Works

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[14] LW = 10 local wards of Ardwick, Hulme, City, Rusholme, Longsight, Moss Side, Levenshulme, Fallowfield, Old Moat, Withington; MCR = Manchester; GM = Greater Manchester; GM&CE = Greater Manchester and Cheshire East.

18.	Number of people accessing skills training courses through The Works
19.	Number of job job outcomes via The Works from LW/ GM
20.	Number of job job outcomes at UoM via The Works from LW/ GM
21.	Number of apprentices appointed per year from LW/ GM
22.	Total and proportion of spend on businesses based in LW/ GM/50 miles radius
23.	Number/Proportion of people from LW/GM on the University's General Assembly and Board of Governors

Appendix A: Community Engagement Strategy Group Members & Terms of Reference

1.   Background

1.1   The *Community Engagement Strategy Group* was established to bring greater focus, coordination, measurement and steer to the University's existing and future engagement priorities and activities in local communities.

1.2   Recognising that community engagement activities take place across a wide range of different areas of the University (through applied-teaching, widening participation, applied-research, cultural institutions, students as neighbours, charities/third-sector engagement, volunteering, employment, public events) the governance of the group will be taken forward by the University's Office for Social Responsibility and the group will be chaired by the Associate Vice-President for Social Responsibility.

2.   Role of Group

2.1   To develop a strategy, or strategic framework, for the University's community engagement activities in Greater Manchester in support of the social responsibility agenda.

2.2   To identify and recommend particular priority actions, projects and initiatives for the University's future community engagement work.

2.3   To act as a source of advice and steer on specific areas of the University's community engagement work.

2.4   To identify opportunities for enhancing the coordination of separate community engagement activities.

2.5   To identify or suggest ways in which the University's different engagements with its local communities can be measured for impact and communicated.

3.   Membership of Group

- Prof James Thompson, Associate Vice-President for Social Responsibility (Chair)
- Ms Suzanne Spicer, Social Responsibility Manager (Secretary)
- Dr Julian Skyrme, Director of Social Responsibility
- Ms Jane Ratchford, Director of Student Development and Community Engagement
- Mr Peter Fell, Director of Regional and Economic Affairs
- Ms Stephanie Lee, Head of Widening Participation and Outreach
- Ms Lindsay Gilbert, Volunteering and Community Engagement Manager
- Dr Andy Karvonen, Co-Director of Cities@Manchester
- Dr Sheena Cruickshank, Academic Lead for Public Engagement with Research
- Dr Dawn Edge, Senior Lecturer in Mental Health and Academic Lead for Equality & Diversity
- Prof Chris Cutts, Associate Dean for Social Responsibility, MHS
- Dr Sarah Heath - Assistant Vice Dean for Social Responsibility, Equality and Diversity, Faculty of Engineering and Physical Sciences
- Prof Alan Dyson/Dr Kirstin Kerr, Centre for Equity in Education, MIE/SEED

- Prof Ruth Lupton, Professor of Education, MIE/SEED
- Ms Harriet Pugh, Community Officer, University of Manchester Students' Union Executive
- Mr Steve Grant, Deputy Director, Directorate of Human Resources
- Ms Esme Ward, The Whitworth and Manchester Museum.

Appendix B: Letter of support from University of Manchester Students' Union

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University of Manchester Students' Union
Oxford Road
Manchester
M13 9PR

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<u>Community Engagement Strategy</u>

The University of Manchester Students Union supports the Community Engagement Strategy; we were pleased to be able to give our views on the plan by being invited to sit on the strategy group.

We believe that the philosophy of co-creation and mutuality is important as students themselves gain and don't just give through their volunteering with the community. As students are able to develop their citizenship skills and awareness of the real world through world social issues in Manchester making students more employable as they can hone in on these skills.

We recognise the importance of students taking social action and the value that this brings to communities as the students showcase the positive and valuable input they can have on their community. We are also pleased to see how students are a key part of the 'People' part of the strategy as it is essential that in order for this strategy to be effective, students play a vital role in contributing to society, 'within and beyond the curriculum, through their learning'.

It is also great to see how there are attempts are being made to align course content to real world needs in the community. We are pleased to see student social action and volunteering leadership playing a key part of the new Manchester Leadership Award.

We are now looking forward to being on the implementation group so that UMSU can continue to keep students central to the way the University engages with local communities.

Kind regards,
University of Manchester Students' Union