



power to
change

business in
community
hands

MADE IN MANNINGHAM PROFILE

EMPOWERING PLACES

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ABOUT **POWER TO CHANGE**



Power to Change is the independent trust that strengthens communities through community business. We use our experience to bring partners together to fund, grow and back community business to make places thrive. We are curious and rigorous; we do, test and learn. And we are here to support community business, whatever the challenge.

ABOUT **RENAISI**



Renaisi is a social enterprise that helps people and places thrive by challenging the root causes of economic and social exclusion across the UK. They do this by empowering people to overcome barriers to employment, enabling social and private sector organisations to tackle socio-economic exclusion, challenging systems that perpetuate exclusion, and embodying approaches that lead to sustainable change.

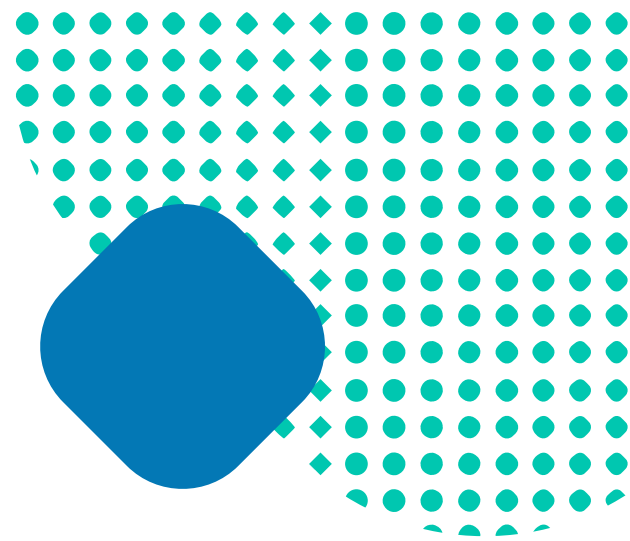


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INTRODUCTION

Empowering Places was designed by [Power to Change](#) as an experiment to explore what happens when local anchor organisations are supported to catalyse community businesses in deprived communities in England.^{1,2}

The programme took much of what Power to Change knew about supporting the development of community businesses in other programmes. It applied this to a place, considering how the interplay between place, people and community businesses could build more resilient and prosperous communities.

The programme hypothesised that building the capacity of specific, existing local organisations could enable them to catalyse and support the growth of new community businesses. In turn, these community businesses would support and develop the social economy of their communities. The programme provided a blend of funding and capacity-building support to locally rooted 'catalyst' organisations in six areas of high deprivation to test this idea:³

- [B-inspired](#) in Braunstone, Leicester
- [Centre4](#) in Nunsthorpe and Bradley Park, Grimsby
- [Made in Manningham](#), incubated by [Participate](#) in Manningham, Bradford⁴
- [Real Ideas](#) in Devonport and Stonehouse, Plymouth
- [The Wharton Trust](#) in Dyke House, Hartlepool
- [Wigan and Leigh Community Charity](#) (WLCC), formally Abram Ward Community Cooperative, in Abram, Wigan

Power to Change's decision to invest in these places was a choice to support and empower local people to shape delivery based on local priorities, meaning the context and the realities of each place play a significant part of how the programme looks and feels in those areas.

This profile for Made in Manningham is one in a series of six and draws on data and insight from the beginning of the programme (July 2017) to January 2023, including:

- The socio-economic context of Bradford drawing on publicly available datasets and findings from research on the area
- monitoring data from the programme and feedback from qualitative interviews with Power to Change, delivery partners, catalyst staff and community businesses
- information about the catalyst – Made in Manningham – and its Empowering Places journey.⁵

This profile is designed to tell the story of the Empowering Places investment in Made in Manningham. Together with the other five profiles in the suite, it helps to build a picture of the similarities and differences in context and approaches across the Empowering Places areas.

EXECUTIVE SUMMARY

Made in Manningham is a small but well-connected initiative developing a network of nascent community businesses in Manningham, a densely populated urban suburb in Bradford, West Yorkshire. The team is supported by Participate Projects, and combines their expertise in enterprise coaching with their local connections in Manningham and across the city to identify people and existing organisations with an idea, support them to develop a community business plan, and connect them to other sources of support. These community businesses have been hit hard by the COVID-19 pandemic, but the team's considered and empathetic approach has helped to seed some promising new initiatives.

This profile explores the social, economic and demographic context of Bradford; Made In Manningham's approach to delivering Empowering Places and the programme's impact on the catalyst, community businesses and wider community; and how the legacy of Empowering Places has shaped the catalyst's future ambitions.

Key points:

- Manningham has a diverse community, with a majority from a Pakistani background, a large Bangladeshi community, and a growing number of residents from Eastern Europe. Nevertheless, the area has low employment rates, and Manningham ranks within the top 10 per cent most deprived wards nationally.
- Between July 2017 and September 2020, the Made in Manningham team was incubated by Action for Business Ltd. In November 2020, Made in Manningham transferred to a new host organisation,

Participate Projects, where it has operated relatively independently and established a strong reputation as a catalyst for community businesses in Manningham.

- Made in Manningham uses an asset-based appreciative enquiry approach to deliver the Empowering Places programme and encouraging individual entrepreneurialism. This model is based on grassroots community engagement, enterprise coaching, targeted support and strategic engagement with other organisations.
- Through Empowering Places and Participate Projects, Made in Manningham has developed a new strand of its enterprise coaching approach, built trust and reached diverse and historically marginalised people, and developed a strong reputation and connections in Manningham and wider Bradford.
- Made in Manningham supported a number of community businesses, many of which are at a relatively early stage of their development. Operating out of the iconic Manningham Mills, Made in Manningham has been critical to developing the Mills into a community centre and one stop hub for signposting, which strengthened relationships with each other and with the local community.
- Made in Manningham is confident in the sustainability of its own organisation and the community businesses they support. Their key focus for the future is to consolidate and articulate the value of their approach, determine ways to scale and sustain their work through partnerships and winning contracts in the wider region.

1.

GUIDE TO SOURCES OF DATA AND INSIGHT



The English Indices of Deprivation, managed by the Department for Levelling Up, Housing and Communities, provide a comprehensive measure of relative deprivation in small areas or neighbourhoods called lower-layer super output areas (LSOAs) in England. The Index of Multiple Deprivation is based on 39 separate indicators organised across seven domains of deprivation. The domains are combined and weighted to produce an overall measure of multiple deprivation experienced by people living in an area. Every LSOA in England is ranked based on their level of deprivation relative to other areas.⁶

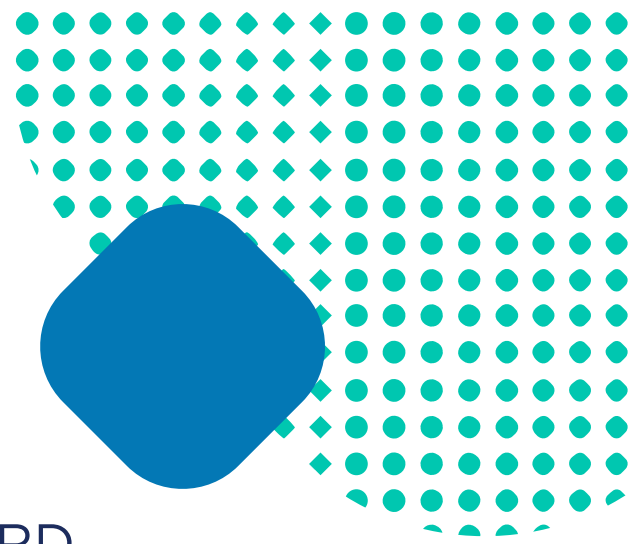
Local Insight is a hub for place-based neighbourhood level data to help decision-makers in organisations working for social good. It is provided by Oxford Consultants for Social Inclusion (OCSI), a spin-out consultancy from Oxford University, and holds more than 1,000 neighbourhood level indicators drawing together social, economic and demographic data from more than 50 sources.⁷

The Thriving Places Index draws on a broad range of indicators in public sector datasets measuring key factors that influence wellbeing. The index is managed by the not-for-profit place-based consultancy the Centre for Thriving Places, and provides a comparative 'dashboard' of measures under three broad categories – local conditions, equality and sustainability – with a more detailed breakdown of factors driving the distinctive local experience.⁸

Place Analytics distils thousands of datasets on people, businesses, markets and the environment, providing insight into the performance of places and the levers that fundamentally affect them. It is provided by specialist business advisors Grant Thornton UK to help organisations across all sectors contribute to building a vibrant economy, by creating places where people and businesses can flourish.⁹

UK Social Fabric Index maps community strength in different parts of the UK, and is produced by Onward – a non-profit think tank supported by Power to Change. The index analyses data in four categories – economic value, relationships, positive norms and physical infrastructure – each drawing on several comparative measures of local community experience.¹⁰

The programme evaluation took a realist approach to understanding impact and what has contributed to it, focusing on the experiences of those involved. It drew mainly on interviews and video ethnography with catalysts, community businesses, tech leads and stakeholders in the local areas, and interviews with programme delivery leads at Power to Change and Co-operatives UK. Researchers tracked relevant findings to develop a comprehensive understanding of the development and impact of the programme.



2. MANNINGHAM, BRADFORD

2.1 Context

Manningham is a densely populated urban suburb, less than a mile from Bradford city centre. It is rich in industrial heritage, with old mill buildings and Victorian terraced housing.

Bradford has an Index of Multiple Deprivation average score rank of 21 and has at least one neighbourhood in the 10 per cent most deprived areas in the country.¹¹

Local insight ¹²	
Population in Bradford ^{13, 14}	546,400
Population in Manningham ¹⁵	20,314
Household income, after housing costs England average: £27,311	£16,627
White British (%) ¹⁶ England: 79.8%	14.9%
Age under 25 (%) England: 29%	43%
Age 65+ (%) England: 19%	8%

Made in Manningham profile Empowering Places

Thriving Places Index ¹⁷	Bradford
Health equality e.g. life expectancy at birth	4.85
Mental and physical health e.g. child obesity rate, conceptions in under 18s, illness and disability, prevalence of depression, anxiety and other health indicators	4.05
Education and learning e.g. adults with no qualifications, life-long learning, educational attainment of children, childcare quality and school readiness	3.94
Work and local economy e.g. income deprivation affecting different sections of the population, employment and percentage with low income	3.86
Place and environment local environment, housing, transport and safety, e.g. green land cover, air pollution, journey times to key services, housing affordability ratio and crime severity index	4.86
Subjective happiness¹⁸ Life satisfaction scores from Measures of National Well-being Dashboard: Quality of Life in the UK (ONS)	7

Index scores range from 0 to 10. Scores are colour coded to reflect how an area scores compared with others in England, with higher scores indicating that a place is doing better in that domain.

Key: ● Very low (below 3.5) ● Below average (3.5–4.5) ● Medium (4.5–5.5)
● Above average (5.5–6.5) ● Very high (above 6.5)

Place Analytics: Local authority area compared with England average ¹⁹	Bradford
Housing affordability	80%–100%
Community assets	80%–100%
Employment rate (age 16–64)	Lowest 5%
Business formation	60%–80%
Happiness and wellbeing	Lowest 5%

Each category is benchmarked using multiple measures and scored (in percentile form) relative to other catalyst areas. The higher the score, the better the place performed.

Percentile key: ● 80–100% Very high ● 60–80% High ● 40–60% Above average ● 20–40% Average
● 5–20% Low ● <5% Very low

UK Social Fabric Index ²⁰						
Local authority	Social fabric score	Relationship score	Physical infrastructure	Civic institutions	Economic value	Positive social norms
Bradford	0.43	0.28	0.58	0.43	0.43	0.43
Plymouth	0.45	0.30	0.53	0.46	0.49	0.47
Hartlepool	0.37	0.24	0.48	0.38	0.44	0.33
North East Lincolnshire	0.38	0.27	0.50	0.38	0.40	0.36
Leicester	0.42	0.21	0.59	0.49	0.36	0.45
Wigan	0.46	0.33	0.57	0.45	0.53	0.45

Scores are graded from zero to one, with those closer to one indicating the stronger social fabric.

Social fabric score: strength of social fabric across all five threads: relationship, physical infrastructure, civic institutions, economic value and positive social norms

Relationship score: clusters of social groups of people in communities and community-owned assets

Physical infrastructure: physical assets in communities which facilitate, structure and organise people within a community

Civic institutions: health of democracy and governance at both local and national level, considering quality, trust and satisfaction

Economic value: tangible assets which hold a monetary and/or economic value to an individual or family within a community

Positive social norms: personal wellbeing and cultural attitudes of individuals and families in a community, including people’s wider habits, behaviours and activities

Key: The colour coding reflects the comparative performance of each place in each category. The highest score for each category is dark green, the lowest is dark red.

Community

Around three-quarters of the resident population (77%) are British Asian, with the majority from a Pakistani background. The area also has a large Bangladeshi community, and a growing number of residents from Eastern Europe.²¹

A Power to Change survey of people in Manningham in 2019 found:²²

- 60% of people believe that people in the area pull together, compared with 65% national average
- 60% of people think it is important to influence decisions, compared with 54% national average
- 63% of people would like to be more involved, compared with 54% national average
- 46% borrow and exchange things with their neighbours, compared with 37% national average²³
- 74% residents feel very or fairly strongly that they belong in their neighbourhood, compared with 65% national average
- 81% residents feel very or fairly strongly that they belong in Britain, compared with 84% national average²⁴
- 67% of people think that getting involved in the community can change the way the area is run.

Challenges

Only 43 per cent of those aged 16–74 in Manningham are in work and the area is in the bottom 1 per cent of MSOAs for employment.²⁵

Manningham ward is the most deprived in the district in terms of health and disability, and ranks within the top 10 per cent most deprived nationally. High rates of obesity and diabetes are a particular health challenge.

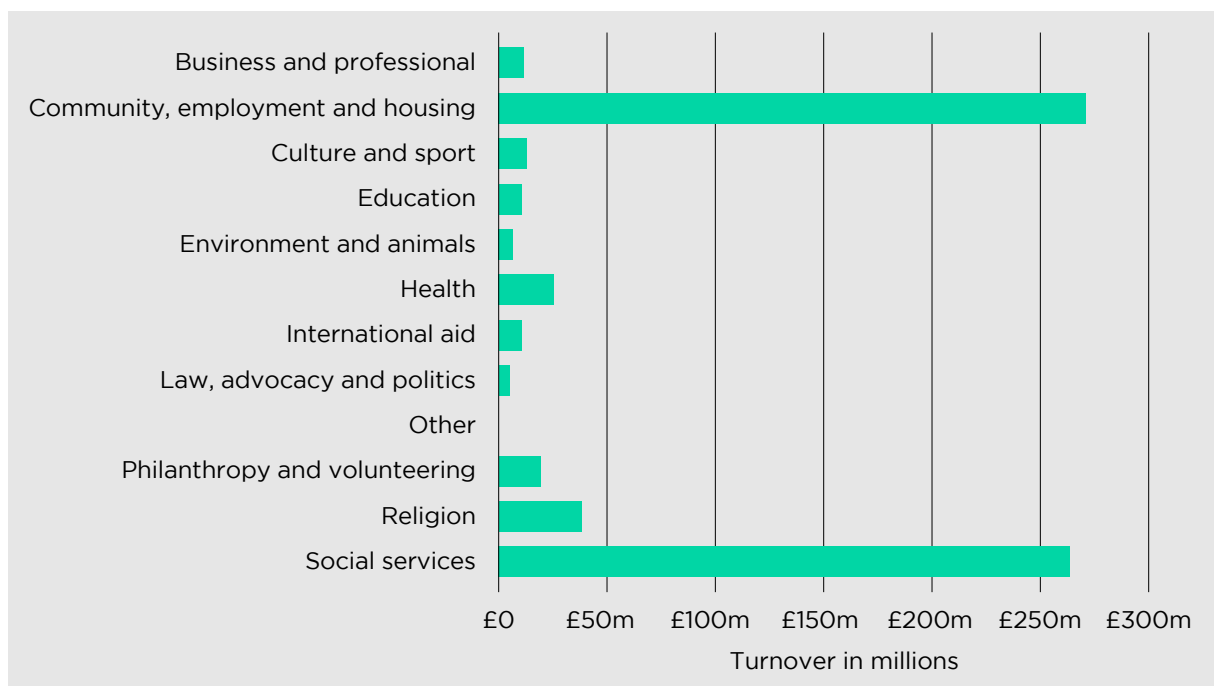
Voluntary and community sector

Turnover data is available for 1012 voluntary and community sector organisations in Bradford in the 2020/21 financial year, which is the most recent, most complete year for which data is available. The combined turnover of these organisations was £681.1 million.²⁶

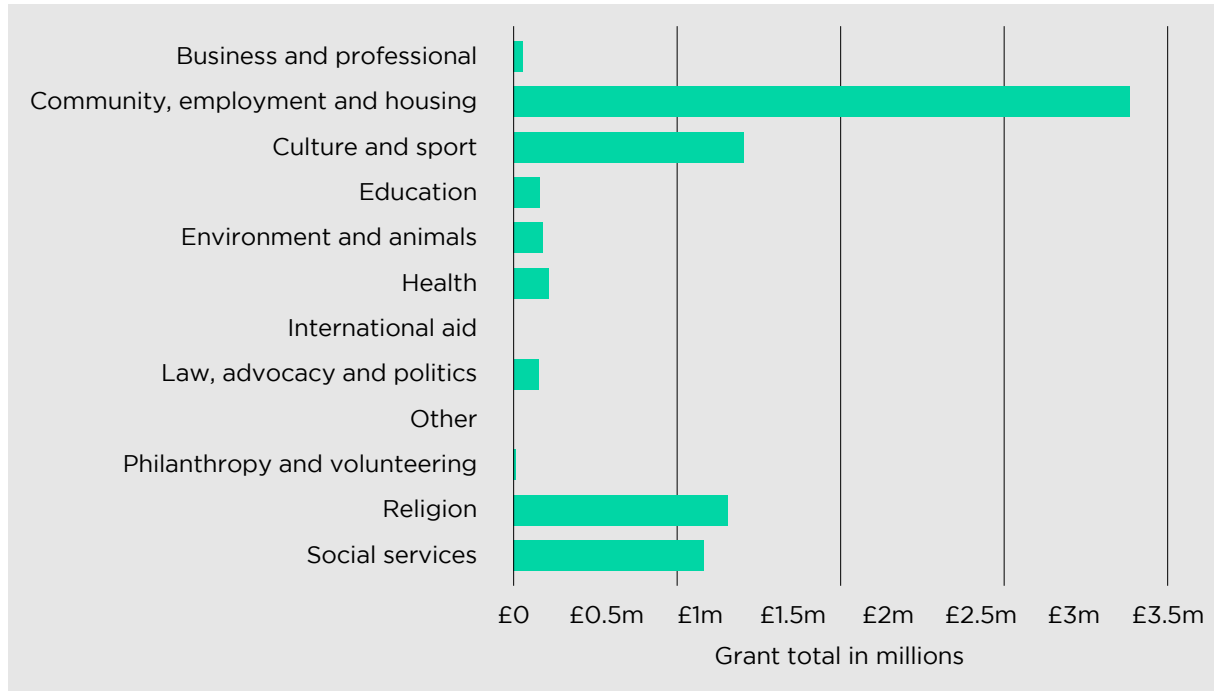
Small- to medium-sized organisations with a turnover between £5,000 and £5 million are most relevant to the programme, as these are the organisations that Empowering Places catalyst organisations are most likely to partner with or influence in their local area. Of the total number of organisations for which turnover data is available from 2020/21, 790 were in this category and had a combined turnover of £150.9 million, accounting for 322.1 per cent of the total £681.1 million sector turnover in 2020.²⁷

Profitability data for 977 non-profits in Bradford in the 2020/21 financial year demonstrates that 37 per cent of organisations experienced a loss. The following chart shows turnover by sector in 2020/21 – social services, with 222 organisations, had the highest turnover at £264.8 million, followed by community, employment and housing with 176 organisations and a turnover of £272.3 million.²⁸

Turnover by sector in Bradford in 2020/21²⁹

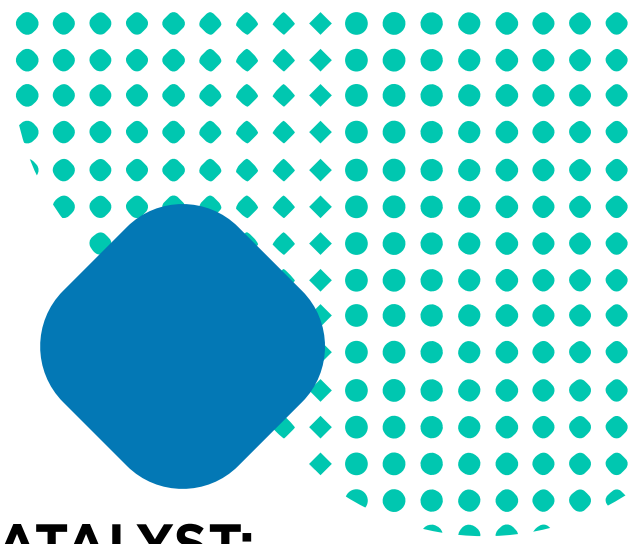


Grant funding in Bradford by sector in 2020/21³⁰



Funding landscape

In 2020/21, Bradford received a total of £42.6 million in grant funding, representing 0.8% of national grant funding provided that year. The above chart depicts grant funding in Bradford by sector in 2020/21, where community, employment and housing received the most.³¹



3.

EMPOWERING PLACES CATALYST: MADE IN MANNINGHAM

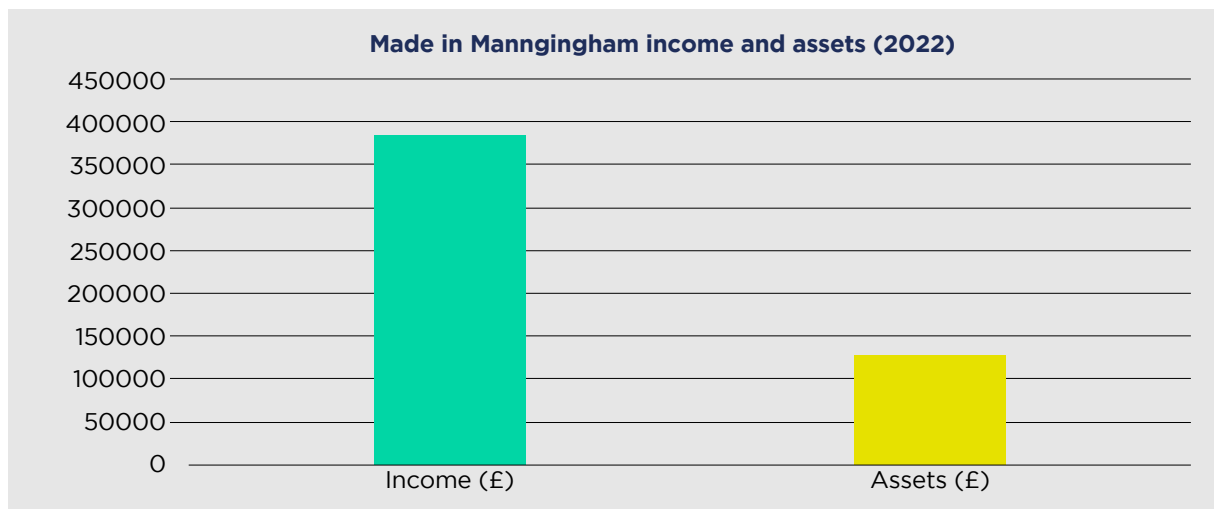
3.1 About the catalyst

Between July 2017 and September 2020, the 'Made in Manningham' initiative was incubated by Action for Business Ltd, which operates from the Carlisle Business Centre in Manningham. Local people established Action for Business in 1992 to support the development of local businesses.

Since November 2020, Made in Manningham has been incubated by a new host organisation, Participate Projects, that supports people and organisations to develop and grow their ideas into sustainable projects and enterprises. It started in Bradford and has a longstanding partnership with Made in Manningham, as well as supporting the Empowering Places programme as a specialist support provider for community businesses. Since

moving to Participate Projects, Made in Manningham has been operating relatively independently as its own entity, and works closely and strategically with Participate Projects on a range of initiatives and projects.

As of the 2022 financial year-end, Participate Projects self-reported that it has 12 members of staff (four full-time and eight part-time), including six from the community, and a total income of £384,987.³² Made in Manningham intends to incorporate as a separate organisation that will be focused on enterprise coaching and supporting the community in Manningham. Their team currently consists of three staff who are presently employed through Participate Projects.



3.2 Empowering Places delivery

A legacy for the Empowering Places programme

Made in Manningham's vision is for Manningham to be a great place to live, work and visit. It wants local people to be proud of their area and visitors to see a community with great places, good jobs and enterprising and ambitious people. It has an ambition that Manningham will once again be a 'come to' destination with more jobs, leisure, culture, shopping and food.

In particular, Made in Manningham envisions:

- people from all communities to be involved in making Manningham a great place to be
- community businesses at the forefront of harnessing local people's potential, creating opportunities for work and leisure
- community businesses to be working collaboratively across the community
- diverse communities to be connected and participate in activities supported by community businesses
- Manningham to be a cleaner place, more attractive to local people, visitors and businesses
- more people to be employed and have better skills
- families to be fitter and healthier with access to healthy food and regular exercise.

Approach to delivering Empowering Places

Made in Manningham has supported 21 community businesses to become more sustainable, including existing voluntary and community sector organisations, as well as helping individuals and small groups to develop their ideas for new community businesses. It has also facilitated networks and collaboration between community businesses to enable them to contribute towards a shared vision of a thriving Manningham for its diverse community.

Made in Manningham's journey

In the first three years of the Empowering Places programme, Made in Manningham was established as a funded project incubated by Action for Business Ltd (Carlisle Business Centre). It was managed as a largely discrete programme of activities, and felt quite distinct from other areas of the organisation's work. This included providing office rental space to local enterprises, room and event space for hire, and community programmes such as healthy living initiatives and support for vulnerable pregnant women.



[Made in Manningham] is a bit different from all the others [Empowering Places catalysts]. My impression of the other catalysts is that Empowering Places is very much embedded in the organisation as a whole. At Carlisle Business Centre, [it is] much more a project.

Delivery partner

In November 2020, the Made in Manningham team transferred from Action for Business to another organisation, Participate Projects, who would take on mentoring the Made in Manningham team and help develop the organisation.

With the support of a new host, Made in Manningham has operated semi-autonomously as the catalyst for community business in the area. They have leveraged both their well-networked team locally in Manningham, and Participate Projects' expertise and reputation more broadly across the wider region around Bradford, to champion the benefits of community business in Bradford's voluntary, community and social enterprise (VCSE) sector. For example, Participate Projects and Made in Manningham are now collaborating with local partner organisations to deepen and expand their enterprise coaching offer around Bradford and the wider region, and build the visibility and reputation of both organisations.

Made in Manningham's approach

Of the three broad categories of how catalysts in the programme have supported community businesses, Made in Manningham champions individual entrepreneurialism, which has a strong focus on supporting an individual with ideas for improving their community. In particular, Made in Manningham uses an asset-based appreciative enquiry approach to work with people and community groups.

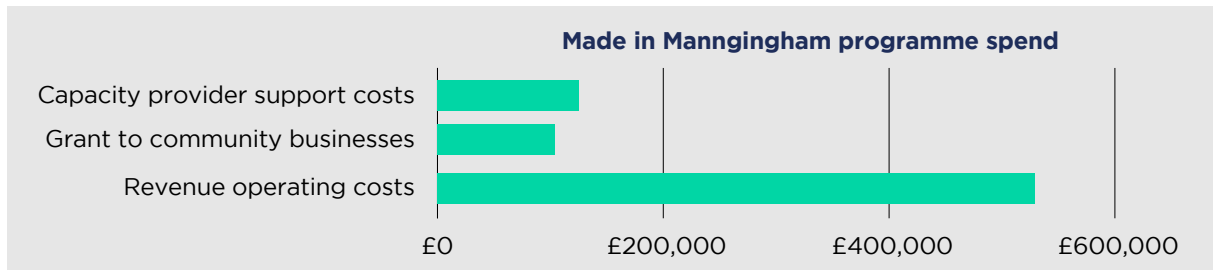


[Made in Manningham's] approach isn't "we should run everything", it's building the power of other people. [Its] approach has always been - who are our partners in Manningham, who can we talk to, who can we give seed funding and enterprise support to, to enable them to grow what they're doing so they become greater than the sum of their parts? ... With those principles and ways of working, it will be done in a much more empathic and generative way.

Delivery partner

The complementary elements of this model include:

- ◆ Grassroots **community engagement** and marketing in the local area, to establish trust with the local community and raise awareness of Made in Manningham and community business more generally. This includes the Made in Manningham markets, which provide a platform to showcase local community businesses as well as an outreach and engagement opportunity to inspire more local people to get involved. It also includes the development of the Made in Manningham brand, social media presence, leaflets and other local marketing activities.
- ◆ Specialist support based on an **enterprise coaching** model, building on local people's skills, knowledge, expertise and energy to help them on their journey towards becoming sustainable community businesses. Made in Manningham staff speak with individuals and groups about their idea or ambitions, provide information about community businesses, and help them explore whether this approach would be a good fit. They then provide tailored support to help individuals launch the community business, including **seed grants** of between £250 and £15,000.
- ◆ In parallel, Made in Manningham also **actively starts initiatives to address specific needs within the community** that could benefit from a community business approach. This includes a Manningham food businesses kitchen, a women's enterprise network, youth employment support and health promotion businesses such as a new wellbeing café.
- ◆ **Strategic engagement** with other VCSE organisations and statutory bodies across Bradford, to advocate for community business and explore new opportunities for Made in Manningham to deepen and expand its reach. This includes **networking events, local partnership meetings and developing relationships** with other key organisations and individuals across the city.



Made in Manningham's expertise in enterprise coaching sets them apart from other Empowering Places catalysts, which come to the programme with different experience.

“**Because [the Made in Manningham team] were business coaches before, they are probably one of the more effective people at starting community businesses. Other places have had to buy in that expertise.**

Delivery partner

Combined with a deep understanding of how to empower individuals and organisations to adopt a community business approach, Made in Manningham staff have also reflected on the importance of establishing trust with the local community, enabling them to incubate community businesses in a context that is unique within the Empowering Places cohort – a community which is predominantly British Asian and highly enterprising, despite experiencing low employment rates.

“**There is something really interesting [about this context] ... There is something fascinating about the way the Muslim and South Asian communities approach business in Bradford, which is inherently cooperative. It is usually private companies, but it is still very much about circulating wealth within that community. [Made in Manningham] bring that particular value, which we don't hear enough about within the programme, and I would like us to talk more about that.**

Delivery Partner

3.3 Support and funding

The following chart provides a breakdown of made in Manningham's spend across the programme. Operational and staff costs include the cost of freelance support, and internal costs includes office rental, equipment, travel, subsistence, marketing, communications and events.

Impact of the capacity support

A significant proportion of the capacity support accessed by Made in Manningham through Empowering Places has been targeted at grassroots groups within its network, rather than the initiative itself. This includes funding the Rising Stars leadership course for women, supporting seed grant holders to explore potential legal structures for incorporation, and support for one organisation to develop a funding strategy for the future. These opportunities have been highly tailored to the specific needs of the organisation or group.

Made in Manningham profile Empowering Places

The Made in Manningham team has highlighted the core importance of seed grants as a foundation for their wider capacity support offer. These grants help to drive interest in the programme, providing an incentive to engage with the enterprise coaching offer, and the opportunity to benefit from tailored expert capacity support as things progress.

“**The seed grants have been really important. They fit really well with our enterprise coaching approach. They help to draw people in, we can have a conversation with them, work out if they are a community or private business ... It can really help. With the best will in the world, when you're in a community where individuals don't have much cash to put into it, a small amount of money can make a big difference. It's the seed grant [which makes a difference], plus the support [enterprise coaches] can give, plus the support from the [capacity support].**

Delivery partner

Capacity support for Made in Manningham itself has included marketing expertise to develop its social media presence and reach, and help with developing a participatory budgeting approach to distribute seed grants. The team highlighted the value of consistent, tailored support from the Empowering Places programme team and tech lead to help them develop their approach.

“**[The Empowering Places programme team and tech lead] know our structure is different, but they have supported us and stuck with us. They know what we do under Empowering Places is very important.**

Delivery partner

The consistency of support has been particularly valuable during the period of change driven by the COVID-19 pandemic.

“**The support we have received as a programme from Power to Change in terms of tech support from [tech lead] and the project management from [programme team] has been really valuable ... Having a sounding board and advice during this period of change in our programme has made the process much less stressful.**

Delivery partner

As a relatively small initiative, the Made in Manningham team has also benefited from access to the wider Empowering Places network and opportunity to learn from – and share their experience with – others who are working towards similar goals in places across the country.

“**I think at this stage, of the programme and the stage the world is at, it feels like it has arrived at a serendipitous moment. We are really unified as a partnership and a group of people – not only are we unified but we are friends who can trust each other, like a family, in the end what we want is very similar and the way we approach things is quite similar. The potential [of this unity] from the Empowering Places point of view is substantial.**

Delivery partner

3.4 Impact of Empowering Places

Impact on Made in Manningham

The programme has had a significant impact on the Made in Manningham team. Involvement in Empowering Places had led to the development of a new strand of enterprising coaching, focused on non-profit community business models, and has encouraged the team to develop more connections with other grassroots initiatives in Manningham and beyond. This was particularly through the support from Participate Projects, who were aligned with Made in Manningham's mission and approach, which helped them establish themselves as enterprise coaching leaders in the area.

“

Having a host organisation that was a business centre, it can cocoon our process, and we had to find ways of working with people through their own directions, as opposed to kind of having a free will. Now that we're a different host organisation ... it's almost like we're free spiritually, we can do what we want, because our organisation of believers, kind of champion that kind of process.

Delivery partner

Participate Projects' broader perspective and relationships across Bradford have also encouraged Made in Manningham to develop its own strategic relationships in Manningham and wider Bradford. This has put the catalyst in a good position to secure new bids and contracts and diversify into new markets. It has also given the team new skills, confidence and ideas to advocate for the potential of community business in Bradford, support their nascent network of community businesses, and greater confidence about their own sustainability as an organisation.

Made in Manningham was the only catalyst in the Empowering Places programme who changed host organisations, and the team consequently reflected that the flexible and consistent support from Power to Change was critical – not all funders would have accepted such a move. Without the flexibility and trust that Power to Change showed the team, and the technical support and resources provided by the programme, the team felt they would have developed to a smaller scale and at a slower pace.

Impact on the community and wider place

Community businesses supported by the catalyst

Community business name	Community business purpose
Abilities	Working with the local neighbourhood to create health and wellbeing spaces including a community garden adjacent to their social housing area
Bangladeshi Youth Organisation	A community led charity, dedicated to improving education, skills, employment, health and recreation
Bradford Organic Communities Service	Protecting and preserving the environment by reusing, reclaiming and recycling as much as possible, and helping tackle health inequality issues with produce grown by and for the community in its community garden
Bradford Youth Development Partnership	Promotes the benefit of young people aged 8-30 years within Bradford by developing and managing youth initiatives, and developing multi-agency approaches which assist young people to participate fully in the life of the district
Cecil Green Arts	Artist led community arts organisation working with local schools and the wider community to create street theatre and events, specialising in large scale lanterns and puppets
Creche 24	Out of hours/evening crèche for people who work unsociable hours to enhance their career prospects and employment opportunities
Elder's Well Being Café	
Equality together	A local user-led organisation for disabled people, their carers and families
Hollins Youth Association	Community organisation helping young people enhance their social and emotional wellbeing through social interaction, enabling them to have a voice, influence and place in their communities
Learning At Home	A service for parents wanting to support their children's learning at home
Made in Manningham Markets	Community markets with pop-up stalls in Manningham, providing opportunity for local entrepreneurs to test trade their ideas in front of potential customers
Manningham Cricket Centre	Engaging local young people in playing cricket for health and wellbeing

Community business name	Community business purpose
Mary Magdalene	Community church creating a space for groups and individuals to transform their neighbourhood, including programmes to reduce anti-social behaviour and criminal activity and prevent young people from getting involved in crime; with mentoring and resettlement support for those leaving custody
Millan Centre	Community centre for women and girls in the Manningham and Heaton area, providing a range of educational, social and health-related activities for the local community
My Manningham	Working with local people, businesses and landlords, to help make Manningham cleaner and greener
North Avenue Youth Centre	Youth sports activities on North Avenue
Nutrition Advice, Fitness & Selfcare (NAFS)	A community-based organisation supporting socially isolated women, elderly and people from minoritised ethnicity communities and their young families, to improve their health and wellbeing
PCC	Please see Bradford Youth Development Partnership
Regeneration Bradford	Supporting young people's education, particularly families with autism
Sunnah Sports Academy	A registered charity that has a plethora of regular inclusive sports activities available for all ages, abilities and experience levels
The Sharakat Project	Community project fostering wellbeing and increasing neighbourliness, by providing safe space for friendships across cultural and faith boundaries and activities include English classes, help for asylum seekers, drop in café, cross cultural cooking and crafts

Impact of Empowering Places on individuals, community business and the wider community

Manningham is a very enterprising place, where many people have ideas for enterprises and ways to improve their community. Consequently, many of the community businesses supported by Made in Manningham are at a relatively early stage of development – some are entirely new initiatives set up by local people with an idea to improve the local

area; others are new projects from an existing organisation or group to grow their activities or address a community need they have identified. Many of these are unlikely to have started their journey towards becoming a community business without the support and encouragement of the Made in Manningham team, and access to seed grants to take their first step.

“**They are all quite nascent, but that’s true across the board. A lot of them were existing organisations that didn’t see themselves as community businesses, that is interesting and not true of every place [on the Empowering Places programme]. So they’ve taken quite a lot of hand-holding, a lot of coaching, and a lot of – the opportunity to see themselves in a different light.**

Delivery partner

This makes it difficult to be precise about their impact on the local community, not least because many have also been affected by the pandemic. The fact that much of the support has been the kind of informal or intangible help that distinguishes the early stages of establishing a new initiative, means it is also difficult to identify the programme’s impact on community businesses.

Nevertheless, Made in Manningham’s consistent approach towards community engagement and its evolving capabilities in enterprise coaching have helped embed it in the Manningham community, and built a strong foundation of trust on which to build. The catalyst team has consequently managed to support some of those harder to reach individuals in the community including, for example, through its women’s enterprise network – addressing the underrepresentation of women in the workforce – which has created a safe space for women to gather for mutual encouragement and support.

Made in Manningham’s trusting relationship with the community has also enabled Equality Together to develop Manningham Mills into a community centre and one stop hub for signposting. Interviewees have reported how making its home there has gradually brought community members together in the space, building familiarity and a sense of communal ownership. The Mills have become more vibrant, attracting more organisations not only to operate from the Mills but also work together to provide complementary services to the community.

“**I think that if we hadn’t actually moved in with them, this would not be happening. And so, and that’s securing a community space that will continue to thrive and have more and more support. It’s become a health club as well.**

Delivery partner

Bringing the diverse resident and working communities together in a central hub has also helped strengthen the relationships between the community businesses themselves, helping them collaborate and learn from each other.

“**There is starting to emerge a really strong group of [community businesses] that are doing lots of different things across sport and education and health, and the markets, that I think is a really nice mix that’s not necessarily the same as everywhere else [on the Empowering Places programme].**

Delivery partner

For example, having experienced the benefits of enterprise coaching themselves, some community businesses, like the Millan Centre, have taken an enterprise coaching approach to support their participants develop their own endeavours.

3.5 The COVID-19 pandemic

Impact on the catalyst's delivery of Empowering Places

The pandemic had a significant impact on Action for Business and its premises, the Carlisle Business Centre. The organisation provides office and events space for a range of small- and medium-sized businesses, many of whom experienced a sudden loss of trade during lockdown. Action for Business responded by closing the business centre to the public, and focused on supporting its tenants on a case by case basis, planning for future sustainability in an uncertain and rapidly changing environment.

As the pandemic progressed and it became clear that Action for Business' priority was keeping the Carlisle Business Centre operating and financially sustainable, it was no longer able to continue incubating the Made in Manningham initiative.

While the pressure of the pandemic certainly accelerated Made in Manningham's move to its new incubating relationship with Participate Projects, some persistent underlying contextual factors also played a part. A key requirement for sustaining any long-term place-based programme of this kind is a clear and strong alignment between programme activities and a catalyst organisation's overall strategic priorities. The organisational resilience that comes with financial sustainability is also crucial for maintaining programme activities in the long term.

“

Almost what has happened [Made in Manningham being incubated by a new catalyst organisation] was inevitable ... But the great thing is that [it] can launch off at this stage with the programme activities intact and hopefully just carry on and build on all the positive things we've done.

Delivery partner

The team used the pandemic period to focus on outreach to maintain and build community engagement, and worked with Participate Projects on strategic development, positioning and financial resilience, consolidating their offer to be clearer for stakeholders. They explored how seed grants can help local people recover and rebuild from the pandemic, and enjoyed an increase in enquiries during the period. While supporting community organisations to respond to immediate needs, adapt their models and diversify services to build resilience to future shocks, Made in Manningham was itself able to pause to consider its own sustainability and longer-term legacy.

Impact on community businesses

The pandemic had an impact on all of the community businesses supported in Manningham. While some suspended activities because they weren't able to deliver without putting the community at risk, others continued to deliver but had to adjust their approach.

Nascent community businesses were on the whole better able to adapt than more established businesses whose business models tended to be more reliant on trading income.

4. LOOKING TO THE FUTURE

4.1 Ways of working

Made in Manningham has built trust with the local community, demonstrated the value of its enterprise coaching approach and, with the support of Participate Projects, has consequently established strong relationships with local and regional stakeholders. A key priority for Made in Manningham now is capturing the impact of the programme and evaluating their approach, as leverage for further business development. This includes reviewing their business model to consolidate and grow their enterprise coaching model sustainably, through strategic partnerships and contracting opportunities. Connecting with wider regional initiatives, like levelling up endeavours to build community strength, opens opportunities to leverage their experience in building trust and reaching diverse and historically marginalised people to help others do the same.

4.2 Sustainability

Made in Manningham reflected positively on their current position, and felt confident in the sustainability of their organisation as well as their cohort of community businesses. Many community businesses needed help to strengthen and diversify their revenue streams, and their own rootedness and strong relationships in the community enables them to provide just the kind of help and support some of the smaller and emerging community businesses will need to flourish and grow.

Nevertheless, it remains challenging for Made in Manningham to secure the funding it requires to maintain and sustain its activity. Funders and councils may be supporting projects that help community members start up their own enterprises, but their strict requirements for monitoring and reporting on economic performance and measurable outputs, rather than the community benefit and social outcomes that take longer to emerge, may not be serving community businesses and the social economy in the long term. Rigid reporting against KPIs is particularly challenging for the kind of tailored enterprise coaching model Made in Manningham champions to address the diverse needs of the community businesses it supports. Consolidating and compellingly communicating its offering, so that funders and council decision makers recognise and support its approach, will be crucial for Made in Manningham's future success.

ENDNOTES



- 1 Power to Change describes itself as: 'the independent trust that strengthens communities through community business. We use our experience to bring partners together to fund, grow and back community business to make places thrive. We are curious and rigorous; we do, test, and learn. And we are here to support community business, whatever the challenge.'
- 2 Informed by the 2015 English indices of deprivation (the most recent data available at the time). Available here: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>
- 3 Marsh Farm Futures in Luton was the seventh member of the Empowering Places cohort; its involvement with the programme ended in August 2019, shortly after Renaisi joined as evaluators.
- 4 Originally incubated by Action for Business Ltd in Carlisle Business Centre, Manningham.
- 5 An earlier version of this profile (2021) focused on qualitative and quantitative data on the impact of the COVID-19 pandemic.
- 6 English Indices of Deprivation: <https://www.gov.uk/government/collections/english-indices-of-deprivation>
- 7 Local Insight: <https://ocsi.uk/local-insight/>
- 8 Thriving Places Index: <https://www.thrivingplacesindex.org/>
- 9 Place Analytics: <https://gt-placeanalytics.co.uk/>
- 10 UK Social Fabric Index: <https://www.ukonward.com/data/social-fabric-index/>
- 11 Index of Multiple Deprivation (IMD) 2022
- 12 Local Insight (2022)
- 13 In Bradford, population size has increased by 4.6 per cent, from around 522,500 in 2011 to 546,400 in 2021. This is lower than the overall increase for England (6.6%).
- 14 See: [How the population changed in Bradford: Census 2021](#).
- 15 ONS Mid-2020 Population Estimates for 2020.
- 16 [Ward Profile, Manningham](#) (April 2021) City of Bradford Metropolitan District Council.

17 Thriving Places Index (2020).

18 ONS (October 2021) Personal well-being in the UK: April 2020 to March 2021.

19 Place Analytics, local authority-wide (2019).

20 UK Social Fabric Index (2020).

21 Hyperlocal booster version of the Department for Digital, Culture, Media and Sport's Community Life Survey (2020).

22 *ibid.*

23 This figure was 52% in 2019, while the national average was 35% and increased to 37% in 2020.

24 This figure was 90% in 2019, while the national average stayed stable at 84% 2019-2020.

25 Hyperlocal booster version of the Department for Digital, Culture, Media and Sport's Community Life Survey (2018). Middle layer Super Output Areas (MSOAs) are groups of four or five Lower layer Super Output Areas (LSOAs), comprise of 2,000-6,000 households, with a population of 5,000-15,000.

26 MyCake analysis of Companies House and Charity Commission Data, Office for National Statistics (April 2022).

27 MyCake analysis of Companies House and Charity Commission Data, Office for National Statistics (April 2022).

28 *ibid.*

29 *ibid.*

30 *ibid.*

31 *ibid.*

32 The data presented here is self-reported by the catalyst organisation in its annual monitoring reports to Power to Change, with missing data points indicating that no data was submitted.

33 Local Insight (2022).



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