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business in
community
hands



Made in Manningham, Bradford

Catalyst Profile: Made in Manningham, Bradford

A report prepared for Power to Change
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01. Introduction

Empowering Places aims to build more resilient communities by catalysing and nurturing community businesses to provide benefits and opportunities for local people. The programme funds locally rooted ‘catalyst’ organisations in six places across England to help empower communities to develop community businesses:

- [Abram Ward Community Cooperative \(AWCC\) in Abram, Wigan](#)
- [B-Inspired in Braunstone, Leicester](#)
- [Centre4 in Nunsthorpe and Bradley Park, Grimsby](#)
- [Real Ideas in Devonport and Stonehouse, Plymouth](#)
- [The Wharton Trust in Dyke House, Hartlepool](#)
- [Made in Manningham, incubated by Participate Projects in Manningham, Bradford](#)

The Empowering Places programme is delivered by a consortium of organisations including [Power to Change](#), [Cooperatives UK](#) the lead delivery partner, and with support from expert ‘tech leads’ at the [Centre for Local Economic Strategies](#) (CLES) and The [New Economics Foundation](#) (NEF). Each catalyst organisation receives up to £1m (between July 2017 and July 2022). The catalysts also have access to a capacity support provider pool, grant funding and money to award seed grants to emerging community businesses in their areas to deliver a five-year plan. This report summarises the interim findings from an independent evaluation of the Empowering Places programme, delivered by a consortium led by Renaisi.

The aim of this evaluation is to enable Power to Change and its stakeholders to learn about how to work in places, and how community businesses can drive local change.

This profile for Manningham, Bradford is part of a series of outputs aiming to take a developmental, learning based approach to understanding and improving the programme, and to support wider learning for similar programmes in the future. There is a separate profile for each of the six places in the programme. This profile includes:

- **The socio-economic context of Manningham drawing on publicly available datasets, and using findings from a hyperlocal version of the Community Life Survey commissioned by Power to Change in 2018.**
- **Details of the catalyst organisation Made in Manningham, its vision and organisational structure, using information provided in programme documents authored by the catalyst organisations, as well as organisational data registered on the Charity Commission website.**
- **Approaches to delivering the Empowering Places programme taken by Made in Manningham, drawing on qualitative data, including interviews with staff at Power to Change, delivery partners, catalyst staff and community businesses – as well as information provided in programme reporting documents authored by the catalyst, delivery partners and Power to Change.¹ Researchers have also taken detailed notes and used an observation and learning log to track relevant findings and develop a comprehensive understanding of the development and impact of the programme.**

As a set, the profiles are designed to allow the exploration of similarities and differences in context and approaches across the Empowering Places areas, and to draw out learning gathered throughout the first three and a half years of delivery.

This profile uses data collected from the beginning of the programme (July 2017) to February 2021. A large portion of the qualitative data was collected in 2020 just as the Covid-19 pandemic was taking hold, and views and experiences may have shifted since then. The profiles will be updated again towards the end of the programme (June 2022), with a view to tracking change.

¹ These include: Power to Change's Learning Paper on Empowering Places, Power to Change's internal quarterly reports, Co-operatives UK reports to Power to Change, notes from community business health checks and diagnostic sessions.

02. Executive Summary: Made in Manningham, Manningham, Bradford

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 combine their expertise in Enterprise Coaching with their local connections in Manningham and across the city to identify people 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 context of the Bradford area as well as Made in Manningham's approach to delivering the Empowering Places programme, the emerging impact of the programme on the catalyst, community businesses and wider community, and the impact of the Covid-19 pandemic on Made in Manningham and the delivery of the programme in Bradford.

Key points

- Between July 2017 and September 2020, the Made in Manningham team was incubated by Action for Business Ltd, which operates out of the Carlisle Business Centre in Manningham. Since November 2020, Made in Manningham has transferred to a new host organisation, Participate Projects, where they will operate independently as a catalyst for community businesses in Manningham.
- Made in Manningham aims to see community businesses at the forefront of harnessing local people’s potential and for people from all communities to be involved in making it a great place to live and work. This includes supporting a thriving network of new and/or expanded sustainable community businesses.
- Made in Manningham has developed a unique model to deliver Empowering Places, using an asset-based appreciative enquiry approach. This model is based on grassroots community engagement, enterprise coaching, targeted support and strategic engagement.
- The Empowering Places programme has enabled Made in Manningham to develop a new strand of their enterprising coaching approach and has encouraged the team to develop connections with other grassroots initiatives.
- The value of consistent, tailored support from the programme has been highlighted by Made in Manningham, particularly during the disruption caused by Covid-19. The capacity support drawn down so far by Made in Manningham has largely focused on grassroots groups within the network, including supporting seed grant holders to explore incorporation opportunities and developing funding strategies for the future.
- Made in Manningham currently supports a number of community businesses which are all at a relatively early stage of their development. While this makes it difficult to determine Made in Manningham’s impact on the community at this stage, many of these initiatives are unlikely to have started their journeys without support.
- Made in Manningham is the only one of the programme’s cohort to experience a change in host (from Action for Business to Participate Projects), and therefore provides a useful case study of the contextual factors needed to sustain a long-term place-based programme of this nature.

03. Manningham, Bradford

Context of area

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.

The catalyst selection criteria for Empowering Places was to be operating in a deprived place, with opportunities for community business growth. Bradford has an Index of Multiple Deprivation average source rank of 31² and has at least one neighbourhood in the 10% most deprived areas in the country.

Empowering Places catalyst area: Manningham, Bradford ³	
Population	29,969
Household income, after housing costs (England average: £27,311)	£16,627
White British (%) England average 79.8%	13.8%
Under 25 (%) England average 31%	46%
65+ (%) England average 18.2%	9.3%
Thriving Places Index⁴	Bradford
Health Equality (Thriving Places Index, this indicator looks at slope index in life expectancy at birth)	3.41
Mental and Physical Health (Thriving Places Index, this include indicators such as child obesity rate, conceptions in under 18s, illness & disability, prevalence of depression, anxiety and other health indicators)	4.01
Education and Learning (Thriving Places Index, this includes indicators such as adults with no qualifications, life-long learning, educational attainment of children, childcare quality and school readiness)	3.22

² Index of Multiple Deprivation (IMD) 2015

³ Local Insights (2019)

⁴ Thriving Places Index (2020)

Work and Local Economy (Thriving Places Index, this includes indicators such as income deprivation affecting different sections of the population, employment and percentage with low income)	3.97
Place and Environment (Thriving Places Index, this indicator covers the local environment, housing, transport and safety. This includes green land cover, air pollution, journey times to key services, housing affordability ratio and crime severity index)	4.90
Subjective Happiness (ONS Life Satisfaction Scores)	7.50

Thriving Places Explanation: Scores of between 0 and 10. Scores are coloured to reflect similarity to the England Average, with higher scores indicating that a place is doing better than other places in that domain.	
Key	
Very Low Scores (Below 3.5)	
Below Average Scores (3.5 – 4.5)	
Medium Scores (4.5 – 5.5)	
Above Average Scores (5.5 – 6.5)	
Very High Scores (above 6.5)	

Place Analytics: Local Authority area compared with England average ⁵	Bradford
Housing Affordability	80% – 100%
Community Assets	80% – 100%
Employment rate: Ages 16-64	Lowest 5%
Business formation	60% – 80%
Happiness and wellbeing	Lowest 5%

Place Analytics Explanation: Each category is benchmarked using multiple measures simultaneously and scored (in percentile form) relative to other catalyst areas. The higher the percentile, 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 Place Analytics, local authority wide (2019).

UK Social Fabric Index ⁶						
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

UK Social Fabric Index Explanation:

Scores are graded from zero to one, with a score of one indicating the best-case scenario.

1. Social Fabric Score: This is a score for the strength of social fabric across all five threads; relationship, physical infrastructure, civic institutions, economic value and positive social norms
2. Relationship Score: This looks at clusters of social groups of people in communities and community-owned assets
3. Physical Infrastructure: This looks at physical assets that are present in communities which facilitate, structure and organise people within a community.
4. Civic Institutions: This looks at the health of democracy and governance at both local and national level, considering quality, trust and satisfaction.
5. Economic Value: This looks at the tangible assets which hold a monetary and/or economic value to an individual or family within a community
6. Positive Social Norms: This looks at the personal well-being and cultural attitudes of individuals and families in a community, including people's wider habits, behaviours and activities

Colour coding: The colour coding has been applied to each score category and is comparative between the six places. The highest score for each category is colour dark green and the lowest dark red. For example, compared to all other places, Bradford scored lowest on economic value and positive social norms.

⁶ [UK Social Fabric Index](#) By Onward (2020).

Local context

Community

77% of residents 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.⁷ A survey of people in Manningham in 2019 found:⁸

- **61% of people believe that people in the area pull together, compared to 58% national average**
- **63% of people think it is important to influence decisions, compared to 56% national average**
- **63% of people would like to be more involved, compared to 52% national average**
- **52% borrow and exchange things with their neighbours, compared with 35% national average**
- **73% residents feel very or fairly strongly that they belong in their neighbourhood, compared to 62% national average**
- **90% residents feel very or fairly strongly that they belong in Britain, compared to 84% national average**
- **70% of people think that getting involved in the community can change the way the area is run**

Challenges

Only 43% of those aged 16-74 in Manningham are in work and the area is in the bottom 1% of MSOAs for employment.⁹

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

⁷ Neighbourhood Life Survey, compared with national [Community Life Survey](#) (2019)

⁸ *ibid.*

⁹ Hyperlocal Community Life Survey Report 2018, commissioned by Power to Change (2018)

Economy

Customer spending data from the area suggests that local customers spend a higher proportion of their money on items associated with 'disposable income' (42%) than is reflected by local business sales (28%). This means most businesses in the area provide products and services associated with the 'cost of living' (e.g. travel, groceries), whereas a significant proportion of individual expenditure is on items classified associated with 'disposable income' (e.g. takeaways, entertainment).

The data also suggests that general sales growth is down by 6.4% between April and August 2020 but there has been an average growth in customers of 3.9%. This means that more people are spending, but they are buying less.¹⁰

Voluntary and Community Sector

Turnover data is available for 739 voluntary and community sector organisations in Bradford in the 2017 financial year. The combined turnover of these organisations was £452.7 million, accounting for approximately 5% of the local economy.¹¹

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 in 2017, 728 organisations were in this category and had a combined turnover of £169.6 million, accounting for 37.5% of the total £452.7 million sector turnover in 2017.¹²

MyCake analysis of the published financial data of voluntary and community sector organisations in Bradford suggests that in any given year, approximately 40% of organisations make a loss.

¹⁰ Power to Change data from [Reward](#)

¹¹ MyCake analysis of Companies House and Charity Commission Data, Office of National Statistics (April 2020)

¹² *ibid.*

Funding Landscape

Funding	Bradford ¹³
Top five significant funders and amounts between 2017-2020	<ul style="list-style-type: none"> – Department of Education (£42 million) – Sport England (£34 million) – The National Lottery Community Fund (£15 million) – Ministry of Housing, Communities and Local Government (£15 million) – Home Office (£10 million)
Total number of funders in Bradford who have provided data to 360Giving (2017-2020)	66
Total value of grants awarded in Bradford by Power to Change (end of 2020)	£4.7 million

¹³360Giving [GrantNav](#) (Dec 2020)

04. The Empowering Places catalyst: Made in Manningham

Between July 2017 and September 2020, the 'Made in Manningham' initiative was incubated by Action for Business Ltd, which operates out of the Carlisle Business Centre in Manningham. Local people established Action for Business in 1992 to support the development of local businesses. In 1996, they renovated the derelict Carlisle Business Centre to create a workplace facility, and profits from this enterprise are reinvested into activities for community benefit.

Since November 2020, Made in Manningham has been incubated by a new host organisation, Participate Projects. Participate Projects supports people and organisations to develop and grow their ideas into sustainable projects and enterprises. The organisation 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.

Vision

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 wants:

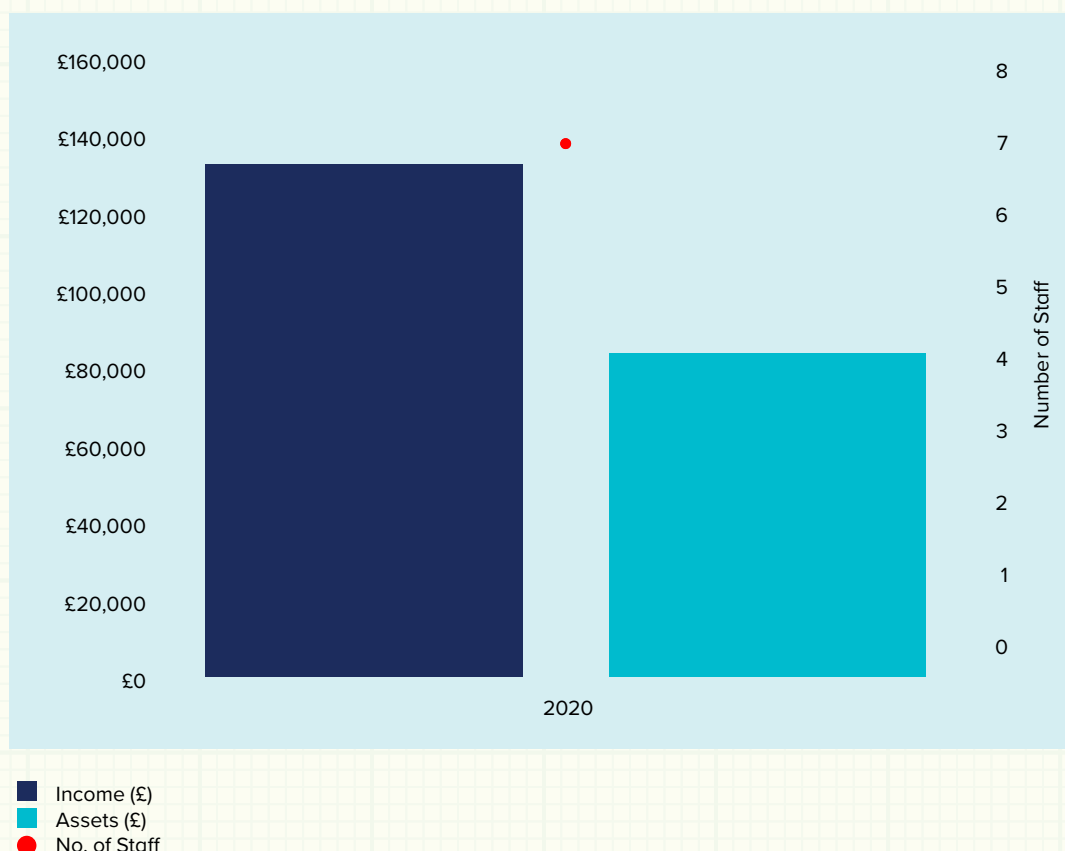
- **People from all communities to be involved in making Manningham a great place to be**
- **Community businesses at the forefront of harnessing local people's potential, creating opportunities for work and leisure**
- **Community businesses to work collaboratively across the community**
- **Diverse 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**

The position of Empowering Places within the wider catalyst organisation

In addition to hosting Made in Manningham as part of the Empowering Places programme, Participate Projects supports people and organisations to develop and grow their ideas into sustainable projects and enterprises. As of the 2020 financial year-end, Participate Projects self-reported that it has 7 members of staff (total head count including full time and part time staff) and a total income of £134,676.¹⁴

Made in Manningham intend to incorporate as their own organisation that will be focused on enterprise coaching and supporting the community in Manningham, as well as delivering the Empowering Places programme until it ends. Their team currently consists of 3 part time staff who are at present employed through Participate Projects.

Participate Projects: Total Income, Values of Assets and Staff Head Count for 2020



¹⁴Power to Change Annual Grantee Survey (2020). The data presented here is self-reported by the Catalyst organisation to Power to Change, with missing data points indicating that no data was submitted.

Empowering Places delivery

Made in Manningham as the catalyst

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. Those include 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 – Catalyst Staff/Tech Lead

From November 2020, the Made in Manningham team transferred from Action for Business to another organisation, Participate Projects, who provide enterprise support. Participate Projects is not a Manningham based or asset owning organisation and its role is to mentor the Made in Manningham team, who will operate quite independently as the catalyst for community business in Manningham. With the support of their new host, Made in Manningham will use their well-known and well-networked team to champion the benefits of community business in Bradford's VCSE sector whilst collaborating with a number of other local partner organisations.

It is fantastic and exciting [to have Participate Projects as the Empowering Places catalyst host]... [Made in Manningham wants] to do more strategic work... To think, what's out there and where is the best place for [it] to be – Catalyst Staff/Tech Lead

Aims of Empowering Places locally

By 2022, Made in Manningham are aiming to have supported a thriving network of sustainable community businesses in Manningham, which are able to support and mentor each other and partner organisations, and act as an inspiration for others around the country.

It aims for these community businesses to be drawn from different parts of the community, including:

- **local individuals and small groups who have developed their ideas for new community businesses;**
- **existing voluntary and community sector organisations who will have become trading entities in order to become more sustainable;**
- **local entrepreneurs who will have started trading for the benefit of the local community and taken on community business structures.**

Made in Manningham also aim to have supported up to eight new and/or expanded sustainable community businesses, who will be trading and contributing towards a shared vision for Manningham, providing local jobs and attracting visitors. It aims for local people from a wide range of backgrounds to be active within these community businesses, recognising the diversity within Manningham as a community.

Relationships and levels of influence

Made in Manningham has a wide network both national and local organisations. In a relationship mapping exercise carried out by Shared Assets, Made in Manningham self-identified 60 relationships it holds with voluntary sector organisations, commercial organisations, community businesses, collaborators, and funders.¹⁵

Type of Relationship	Number of Relationships	Mode Strength of Relationship (1-3)
Advisor	3	3
Collaborator	31	2
Commercial	3	3
Community Business	14	3
Funder	1	3
Peer	8	3
Total	60	

A review of charity commission data by MyCake highlights that there are 175 small- to medium-sized voluntary sector organisations in Bradford.¹⁶ Based on the number of self-reported relationships Made in Manningham holds with collaborator, peer and community businesses, it can be estimated that it has relationships with 55 organisations in the voluntary sector. This means Made in Manningham has a relationship with approximately 31.4% of the local sector.

¹⁵ Shared Asset Relationship Mapping of Empowering Places (Sept 2020). RAG rating: Based on a scale of 1-3. Red (1-1.9), – Yellow (2.0-2.9) and Green (3)

¹⁶ MyCake analysis of Companies House and Charity Commission Data, Office of National Statistics (April 2020)

Approach to delivering Empowering Places

Made in Manningham has developed a unique model to delivering Empowering Places, informed by an asset-based appreciative enquiry approach to working with people and community groups that the team has developed over many years of expertise.

[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 – Catalyst Staff/Tech Lead

This model is based on:

- Grassroots community engagement and marketing in the local area, to 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 through their journey towards becoming sustainable community businesses. Individuals and groups are encouraged to engage in a conversation about their idea or ambitions, are given information about community business models, and supported to explore whether this approach would be a good fit. If it is, they are then provided ongoing, tailored support to help them launch the community business, including seed grants of between £250 and £15,000.
- Targeted support for specific groups and issues within the community that have been identified as likely to benefit from a community business approach. This includes a Manningham food businesses kitchen and co-operative ideas, the Rising Stars leadership programme for local women, Youth Hub and employment support initiatives, and health businesses such as a new Wellbeing Café.
- Strategic engagement with other initiatives, VCSE organisations and statutory bodies across Bradford, to advocate for community business and explore new opportunities to benefit the Made in Manningham businesses. This includes attending and organising networking events, attending local partnership meetings and developing relationships with other key organisations and individuals across the city.

[Made in Manningham] are a really effective catalyst at starting community businesses. They understand what community business actually is... This way of working, the coaching and the building, speaking with engagement partners, building people's capacity [is really effective] – Catalyst Staff/Tech Lead

Made in Manningham's expertise in Enterprise Coaching sets them apart from other Empowering Places catalysts, which have come to the programme with different types of 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 – Catalyst Staff/Tech Lead

Made in Manningham have developed this approach to incubating 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 – Catalyst Staff/Tech Lead

Impact of Empowering Places on Action for Business and the Made in Manningham team

The impact of the Empowering Places programme on Action for Business has been limited. This is largely because Made in Manningham has been managed as a distinct programme rather than a set of activities embedded within the whole, which has limited its influence on the rest of the organisation. In the years since the programme launched in 2017, Action for Business has increasingly focused on maintaining the use and profitability of Carlisle Business Centre as a community asset, and has had limited capacity to engage in community engagement activities apart from their involvement in this programme.

[Action for Business] runs the centre as a business centre, and the most important thing is filling the rooms, getting the rent, maintaining the building so that you can fill more rooms. That's meeting [its] aims and objectives – Catalyst Staff/Tech Lead

Nonetheless, the programme has had a significant impact on the Made in Manningham team itself. Involvement in Empowering Places had led to the development of a new strand of their Enterprising Coaching approach, focused on non-profit community business models, and has encouraged the team to develop more connections with other grassroots initiatives in Manningham and beyond. It has also given the team new skills, confidence and ideas to advocate for the potential of community business in Bradford and support their nascent network of community businesses. This has ultimately positioned the team well to move on from Action for Business and take a step towards incorporating as a separate business under the mentoring of Participate Projects.

I think there's lots of latent opportunity. We've just got to put our head above the parapet... We're able to go forward with more confidence – Catalyst Staff/Tech Lead

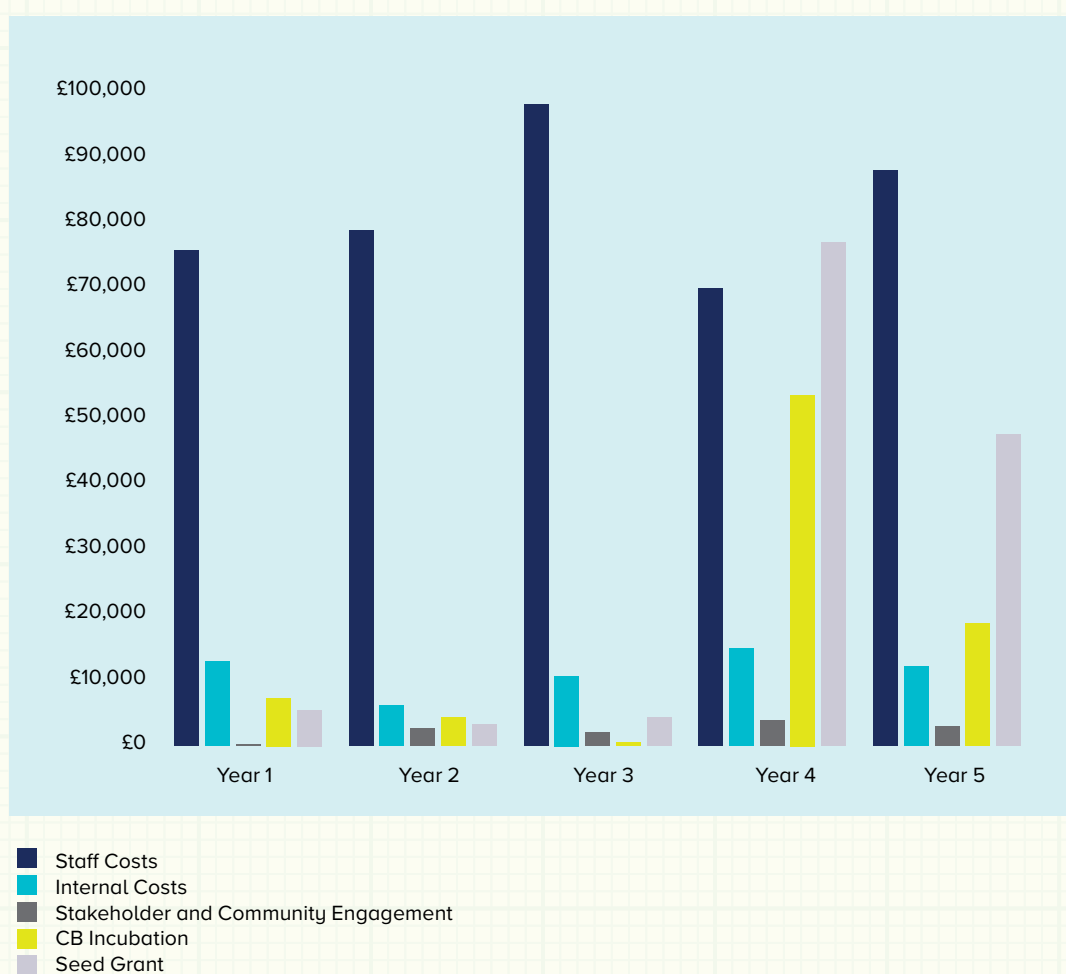
Support and funding drawn down from the Empowering Places programme

Support for catalyst organisation	Action for Business ¹⁷
Power to Change, Empowering Places Funding	£662,634
Tailored support	1. Governance models, support to seed grantees & strategic link ups Requested: 20 days valued at £10,000 Used: 16.5 days so far 2. Effective marketing and communications strategy Requested: 6 days valued at £3,000 Used: 4.5 days so far 3. Proposal Bid writing for seed grant dispersal Requested: 4 days valued at £2,000 Used: 3 days so far 4. Identifying funding opportunities & bid writing Requested: 10 days valued at £5,000 Used: all 10 days 5. Leadership course for women Requested: 26 days valued at £13,000 Used: 17 days so far 6. Coaching Requested: 2.7 days valued at Used: £1,332
Total tailored support used	Requested: 68.7 days valued at £34,332 Used: 53.7 days, invoicing £26,850
Other capacity support	– Staff training – Equipment – Website Development
Total other capacity support	Requested: £21,759 Invoiced: £6,000
Support for Community Businesses	
Seed grants	Dispersed 13 seed grants valued at £11,984
Tailored support	No tailored support requested for community businesses

¹⁷ Power to Change Airtable Charting (As of March 2021)

The figure below provides a breakdown of the financial support claimed by Action for Business between years one and two of the Empowering Places programme, as well as the requested amount for the remaining three years of the programme. Staff costs includes the cost of freelance support, and internal costs includes office rental, equipment, travel, subsistence, marketing, communications and events costs.

Breakdown of Financial Support Claimed (in Years 1-2) and Requested (Years 3-5)



Impact of capacity support provided by the Empowering Places programme

The Made in Manningham team have highlighted the value of consistent, tailored support from the Empowering Places programme team and Tech Lead to help them to 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 – Catalyst Staff/Tech Lead

The consistency of support offered has been particularly valuable during the period of change caused 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 – Catalyst report to Power to Change, Sept 2020

A significant portion of capacity support accessed by Made in Manningham through the Empowering Places programme has been targeted at grassroots groups within its network, rather than the initiative itself. This includes funds to deliver 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.

Capacity support targeted at Made in Manningham itself has included marketing support to develop its social media presence and reach, and support to develop a participatory budgeting approach to disperse seed grants.

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

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] – Catalyst Staff/Tech Lead

As a relatively small initiative, the Made in Manningham team have 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 – Catalyst Staff/Tech Lead

The community businesses supported by Made in Manningham

No	Community Business	Type	Support from programme ¹⁹
1	PCC	Bradford Youth Development Partnership are planning to take over a local community centre, the PCC. Plan to sell space and run activities for young people	Seed Grant: Have not requested a seed grant. Capacity Support: Have not requested capacity support.
2	Made in Manningham Markets	Women-led market with stalls and events	Seed Grant: Have not requested a seed grant. Capacity Support: Have not requested capacity support.
3	My Manningham	Working with local people, businesses and landlords, to help make Manningham cleaner and greener	Seed Grant: Have not requested a seed grant. Capacity Support: Have not requested capacity support.
4	Bradford Organic Composting Services	Reuse and recycle activities	Seed Grant: Received a seed grant of £1,000. Capacity Support: Have not requested capacity support.
5	Mary Magdalene CIC	Objective to be community hub; activities including boxing, bike repair, events	Seed Grant: Received a seed grant of £5,000. Capacity Support: Have not requested capacity support.

¹⁹ Power to Change Airtable Charting (As of March 2021)

6	Regeneration Bradford	Childcare provision for local autistic children	Seed Grant: Received two seed grants of worth £2,000 in total. Capacity Support: Have not requested capacity support.
7	Creche 24	Out of hours/ evening creche for people who work unsociable hours to enhance their career prospects and employment opportunities	Seed Grant: Received a seed grant of £1,000. Capacity Support: Have not requested capacity support.
8	Hollins Youth Association	Community centre to develop young people through social interaction	Seed Grant: Received a seed grant of £984. Capacity Support: Have not requested capacity support.

Emerging impact on community businesses and the wider community

The community businesses supported by Made in Manningham have developed in different ways: some of them are entirely new initiatives being set up by local people with an idea to improve the local area; others are new initiatives being developed by an existing organisation or group to enhance their activities and/or address a need that has been identified in the community. However, all of them are at a relatively early stage of development.

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 – Catalyst Staff/Tech Lead

This makes it difficult to precisely describe their impact on the local community, especially given many of them have also been affected by the Covid-19 pandemic (see section below). It also makes it difficult to identify the impact of the Empowering Places programme on the community businesses, because much of the support offered to date has been informal and intangible advice to help with the early stages of establishing a new initiative.

What we can say, is that the community businesses are relatively well connected with each other, and cover a range of issue areas which align well with the needs and interests of the local community.

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] – Catalyst Staff/Tech Lead

We can also say that many of these initiatives are unlikely to have started their journey towards becoming a community business without the support and encouragement of the Made in Manningham team, and the opportunity to access seed grants to take their first step. The programme has also supported these initiatives (and others) to connect with each other through local networking events, and a WhatsApp group for information sharing. The Made in Manningham team have taken a careful and considered approach to developing the programme in their community, and the results of this – though slowed by the effects of Covid-19 – are starting to show.

There was a point I was worried it was taking too long – but it is starting to accelerate now because it has been seeded so well – Catalyst Staff/Tech Lead

06. Impact of Covid-19 on the local area

According to the Social Economy Data Lab (SEDL), Manningham and Lister Park falls in one of the most vulnerable quintile for Covid, scoring 4 out of 5 on the vulnerability scoring.²⁰ The table below scores various relevant risk factors out of 10 in comparison to the five other Empowering Places.

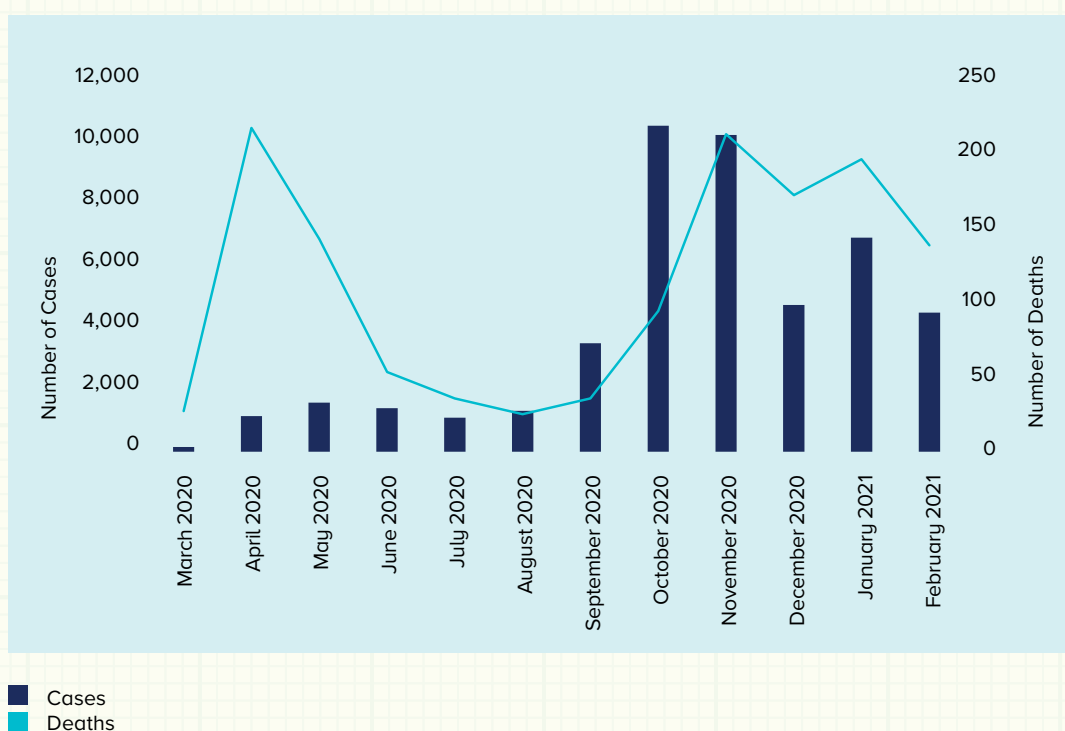
Indicator ²¹	Bradford	Plymouth	Leicester	Wigan	Hartlepool	Grimsby
Total 70+ population	7.32	9.34	5.85	9.26	9.15	10
Obese adults	8.75	8.39	7.99	8.77	9.37	10
People aged 15 who are regular smokers	9.62	7.95	4.97	6.44	10	10
Receiving benefits for health or disability	6.54	6.57	6.47	6.60	10	7.48
Self-reported at-risk groups	8.56	8.76	9.05	9.45	10	8.35
Underlying health issues	9.44	8.02	8.00	8.66	10	8.63
Key workers	9.22	9.16	9.15	7.55	9.61	10
Vulnerable jobs	9.00	9.44	9.19	9.10	9.15	10
Vulnerable businesses	8.72	8.78	8.22	8.03	8.96	10
Groups requiring additional support	8.06	7.08	10.00	6.48	7.98	7.34

²⁰ Covid-19 and Communities: [Mapping](#) the Covid-19 Effect by Social Economy Data Lab (2020)

²¹ Local Insights (2020). Each risk factors is scored out of 10 in comparison to the other Empowering Places locations, with a score of 10 indicating the highest risk.

The figure below shows the number of new Covid-19 cases and deaths as per date of test and date of death in Bradford. In total, at the time of writing (March 2021), Bradford has experienced more than 46,000 cases and 1,300 deaths since the start of the pandemic.²²

Monthly Covid-19 Cases and Deaths for Bradford



²² Coronavirus Data [Gov.uk](https://www.gov.uk/coronavirus-data) (As of 18th March 2021)

What Covid-19 means for Bradford

Covid-19 related restrictions have had an impact on Bradford's retail sector. As shown below, data from the Social Economy Data Lab indicates that while grocery sales increased in the five months between April and August 2020 in comparison to the previous year, total sales decreased between April and June 2020. Total sales then started to increase again during the summer period when fewer Covid-19 restrictions were in place.²³

Month	Grocery Sales Change (month to previous year)	Total Sales Change (month to previous year)
Apr-20	40 – 60% Increase	40 – 60% Decrease
May-20	20 – 40% Increase	0 – 20% Decrease
Jun-20	20 – 40% Increase	0 – 20% Decrease
Jul-20	20 – 40% Increase	0 – 20% Increase
Aug-20	0 – 20% Increase	0 – 20% Increase

Bradford has 20 different mutual aid groups. These groups serve a total population of 537,173 people, therefore they each service a population of approximately 26,859 people. This is slightly more than the national average, which is roughly 23,900 people served per Covid-19 mutual aid group.²⁴

²³ Covid-19 and Communities: [Mapping the Covid-19 Effect](#) by Social Economy Data Lab (2020)

²⁴ [Covid Mutual Aid Calculation \(2020\)](#)

Impact of Covid-19 on Action for Business, Made in Manningham and their approach to Empowering Places

The Covid-19 pandemic had a sudden and 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 businesses, many of whom experienced a sudden loss of trading activity due to the lockdown. Action for Business responded to the crisis by closing the business centre to the public, focusing on supporting its tenants on a case by case basis, and planning for future sustainability in a rapidly changing and uncertain context.

I think we quickly realised, as businesses were not able to operate normally, there would be a knock-on effect for [Action for Business]. In the first week of lockdown [in March 2020], that's when businesses started to email about the rent – Catalyst Staff/Tech Lead

As the effects of the pandemic continued, it became clear that Action for Business' first priority was to focus on the challenges of keeping the Carlisle Business Centre open and financially sustainable, and it was no longer able to continue incubating the Made in Manningham initiative.

[Action for Business] have a building to maintain which is massive – it's an old mill... All the other catalysts [on the Empowering Places programme] are about a quarter of the size of Carlisle Business Centre, if that... And it is a much older building... That brings massive issues – Catalyst Staff/Tech Lead

The pressures of Covid-19 on Action for Business certainly accelerated the processes that resulted in Made in Manningham now being incubated by a new local organisation, Participate Projects. It is the only one of the Empowering Places cohort to have experienced this change in how the programme is delivered locally. Although the change was catalysed by the impact of the Covid-19 pandemic, some of the underlying causes had been present for some time and as such it provides a useful case study of the contextual factors needed to sustain a long-term place-based programme of this nature. One of these is the importance of a strong alignment between the programme activities and the catalyst organisation's overall strategic priorities; another is the importance of underlying financial sustainability (even in periods of crisis) so that a focus on programme activities can be sustained 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 – Catalyst Staff/Tech Lead

Impact of Covid-19 on community businesses

The Covid-19 pandemic has impacted all of the community businesses supported in Manningham, but it has affected them in different ways. Some have suspended all activities because they are not able to deliver without putting the community at risk, and have not been able to transition to an online format. Others have continued to deliver but have had to adjust their approach. Those at a very early stage of development have been forced to adapt their idea to respond to the new reality, which has delayed their planned launch.

It's a mixed bag. Two of our main seed grant holders have stopped completely, partly because they were at the stage of deciding what structure to adopt, and because they can't deliver and can't meet, and quite a number of people aren't connected online, so there's nothing they can do... Some of the others are working, but differently – Catalyst Staff/Tech Lead

However, community businesses that are relatively nascent have perversely on the whole been better able to adapt than more established businesses which had already become reliant on trading income.

Because a lot of the community businesses are at a really early stage... It is less risky for them than the ones that are trading. They have been able to kind of, they were already operating in a situation of scarcity, it was already scarce. Judicious use of Empowering Places funds has enabled them to use this period of time to develop what they might look like in six months, whether that is investment in people or business support or in accounting support, etc – Catalyst Staff/Tech Lead

Made in Manningham have responded to the pandemic by transitioning their support and engagement activities to online formats, which has worked well.

Championing community business now entails a combination of online discussions and working with smaller groups... As a project, we enhanced our online communication activity to ensure we were staying in touch with key Manningham stakeholder/partners. This was complemented with increased social media activity throughout the summer months – Catalyst report to Power to Change, Sept 2020

The team's focus is now on using the changes imposed by the Covid-19 pandemic as an opportunity to focus on outreach, combining home working with hot desking and hosting by community partners to reach people where they are. They are also exploring how seed grants can be used to help local people recover and rebuild from Covid-19, and have already seen an increase in enquiries.

With our Seed Grant offer, those community entrepreneurs that are holding back on their ideas can be brought forward... We will be exploring how we can meet these needs for our community including seeking additional funding and other resources – Catalyst report to Power to Change, Sept 2020

Overall the team are positive about the future for community businesses and excited about the potential of the remaining two years of the Empowering Places programme.

There will be a stronger group of community businesses emerging in Bradford from [Made in Manningham] than there would have been before [the Covid-19 pandemic]... On the whole it will be a good thing [for those community businesses] – Catalyst Staff/Tech Lead

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