

**Manchester City Council  
Report for Information**

**Report to:** Neighbourhoods and Environment Scrutiny Committee -  
6 September 2016

**Subject:** Area Plans and Ward Coordination

**Report of:** Sara Todd - Deputy Chief Executive (Growth & Neighbourhoods)

**Summary**

To report on progress of developing Area Plans and changes to the delivery of Ward Coordination following the creation of the new Neighbourhoods Service in January 2016. The report will include reference to ward level Climate Change activity in response to discussion at the last Neighbourhoods and Environment Scrutiny Committee.

**Recommendations**

That the Committee notes and comments on the report

**Wards Affected:** All

<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Ward coordination and Area Plans are focused on strengthening neighbourhoods and creating places where people want to live and work. This provides a platform for investment and the creation of opportunities.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Area Plans will include reference to skills providers and ensuring they and employers at a citywide and neighbourhood level are engaged in shaping and contributing to skills development of their workforce.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	There is a strong focus on activation within ward plans and area plans and facilitating opportunities for residents to participate and take responsibility for neighbourhoods whilst encouraging others to do the same, supported by strong active community groups.
A liveable and low carbon city: a destination of choice to live, visit, work	The delivery of ward plans and area plans are key to ensuring the city has neighbourhoods where people want to live; that are clean, green, safe and inclusive; with a good social, economic, cultural offer and environmental infrastructure

**Full details are in the body of the report, along with any implications for**

- Equal Opportunities Policy
  - Risk Management
  - Legal Considerations
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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Neighbourhood Focus – Detailed Design. Neighbourhoods Scrutiny Committee – 21 July 2015

## **1.0 Introduction**

- 1.1 As part of the creation of the new Neighbourhoods Service, three Neighbourhood Teams (North, Central, and South) have been created with lead responsibility for the management and development of the neighbourhood areas and ensuring that services delivered at a neighbourhood level maintain a strong place focus. As part of their work they are developing and will maintain, monitor and update an Area Plan collaboratively with communities, citywide services in Growth and Neighbourhoods, other relevant services across MCC, and with partners, to compliment planned programmes of work and strategic plans and ensure they relate to local needs and aspirations. They will work with funding bodies to ensure appropriate resources are secured at neighbourhood level to support service demand and achieve place priorities.
- 1.2 The Area Plans link closely to the Manchester Strategy – Our Manchester and to the newly redesigned Ward Plans which describe priorities at the ward level. The 3 strategies at city wide, area and ward level will support the Our Manchester approach by identifying strengths and opportunities, listening to and engaging with people and focusing on what can be achieved rather than what can't.

## **2.0 Background**

- 2.1 In 2015, a new integrated model for the delivery of Neighbourhood Services was proposed to replace the previous arrangements across the three existing services - Neighbourhood Regeneration Teams (NRTs), Neighbourhood Delivery Teams (NDTs) and Community and Cultural Services (CCS). This new service 'The Neighbourhoods Service' became fully operational in January 2016.
- 2.2 A clear set of principles have been established for the delivery of services at a neighbourhood level. These are:
- Manage neighbourhoods, not services
  - Create a more integrated offer at a neighbourhood level led by a single senior manager
  - Support elected Members in their place leadership role
  - Deliver at the best spatial level to deliver efficiently but retain a neighbourhood focus
  - Improve the consistency of core citywide services and the balance between neighbourhood and citywide priorities by creating dedicated owners for citywide strategies and advocates for neighbourhoods that work together to plan services
  - Deliver greater resident involvement, with clearly defined outcomes and reduced costs
  - Strengthen partnership and cross-directorate working, through a stronger focus on leadership and co-ordination of place
  - Deliver a differentiated offer based on the needs of neighbourhoods, informed by officers working at a neighbourhood level

- 2.3 The Neighbourhoods Service now consists of a combination of Citywide Services that provide the operational management of services delivered across neighbourhoods, together with specialist technical support and three Neighbourhood based teams that work with Members and residents to ensure local needs are understood and met via Council and partner services. Jointly these citywide services and neighbourhood teams provide the strategic direction for services ensuring they are deliverable and relevant to local need.

### **3.0 Ward Coordination**

- 3.1 Ward coordination continues to provide the framework for elected members to oversee the delivery of city wide and local priorities at neighbourhood level. The Neighbourhood Investment Fund was established in 2015 to support local community and resident activity, based on the local priorities set out in the ward plans. It replaced the previous CASH Grant process which had originally been introduced as part of ward coordination and is managed and monitored by Neighbourhood Team staff.
- 3.2 The Ward Plan is the critical link between the Manchester Strategy – Our Manchester, the Area Plans, and neighbourhoods – setting out how our strategic priorities are being delivered at local level. Neighbourhood Managers provide support to Members in their place leadership role and act as the lead contact for Members, ensuring effective communication and engagement with Executive and local ward Members on neighbourhood issues.
- 3.3 The structure of ward plans has been reviewed and the intention is to provide Ward Plans that have fewer, clearer priorities with the aim of having greater focus on strengths and opportunities, key issues and challenges identified by communities and tracking of progress. This will ensure there is greater transparency and improved accountability on delivering ward priorities.
- 3.4 Work has started on drafting the new ward plans and through early discussions with ward members local priorities have been identified. Draft ward plans are being prepared and will be agreed with ward Members over the next cycle of ward co-ordination meetings. Whilst the sign off of ward plans is outstanding officers are already responding to the priorities identified and reporting progress to members. The progress, tracking and monitoring of the plans will be reported regularly to local Members formally at the Ward Coordination meetings that are held quarterly throughout the year.
- 3.5 As the ward plans are still at a draft stage there are no details of specific Climate Change actions that will form part of the ward plans at this point in time. These will be dependent on the priorities of individual wards and the priorities of local members and residents but are expected to include actions related to walking, cycling and public transport, green and blue projects including work with schools and community growing project. A summary of Climate Change actions at ward level will be provided to this Scrutiny Committee when ward plans have been signed of in the autumn of 2016.
- 3.6 Neighbourhood Teams manage the Neighbourhood Investment Fund (NIF)

process. The key features of the NIF process area as follows;

- NIF grant awards will be used to support strategic priorities (work and skills, community capacity building, behaviour change to improve the environment and recycling, ward priorities within the Ward Plan).
- NIF grant awards will in the main be awarded through two rounds of applications each year.
- Applicants are encouraged to apply for NIF on-line and there will be support in Libraries for those who don't have the necessary access or skills.
- NIF grants will be spent within the financial year in which it is allocated.

A total of £20,000 has been allocated to each ward in the city. This amounts to a total investment of £640,000. To date in 2016/17 a total of 99 grants have already been approved with a value of £151,603. This spend profile is similar to previous years.

- 3.7 Regular consultation with Executive Members takes place to monitor the ward coordination process and recommendations are made to ensure the process runs smoothly. Most recently the following actions have been agreed:
- All agendas for ward meeting to be confirmed in advance with members to ensure they are reflective of current priorities
  - Our Manchester approach to be included in ward coordination meetings from September 2016.

#### 4.0 Area Plans

- 4.1 As part of the new Neighbourhoods Service approach it was agreed that three Area Plans (formerly known as Place Plans) will be developed – one for each of the Neighbourhood Areas – North, Central, and South. The Neighbourhood Team for each area is leading the drafting and management of the Area Plan for their area supported by a member of SMT. The Area Plan will replace the current Strategic Regeneration Frameworks and will, based on local intelligence and priorities, articulate the priorities and service needs for the neighbourhood to deliver community, Manchester Strategy and Growth and Neighbourhoods Priorities.
- 4.2 The Area Plans will support effective neighbourhood management through integrated service delivery and influencing the allocation of resources based on shared intelligence and knowledge. Area Plans are being developed through a collaborative process focused on local understanding, efficiency, clarity and partnership working and will be reviewed on a 6 monthly basis with a full update via a collaborative workshop process annually. Each Ward will continue to have a Ward Plan, as described in paragraph 3.2 above and shared ward priorities will be reflected at the area level.
- 4.3 The 3 Area Plans will have a consistent structure comprising the following sections:
- **Strategic Role** – Identifies the role of this area in delivering the Manchester Strategy vision. This will be a concise statement, appropriate to a broad range

of audiences, which identifies the key strategic roles that the area plays in delivering the Manchester Strategy vision. Its purpose is to give an overview of the area's role that can be easily understood and promoted; that will form the basis for the area's vision and objectives

- **Area Statement** – Local intelligence is critical to the development of Area Plans and the area statement will incorporate this alongside a spatial description of the area (including mapped information as appropriate), showing boundary, links with adjacent areas, land uses e.g. existing housing offer, opportunities for new housing, district centres, transport links, centres of employment, open spaces, other development opportunities. The statement will also include demographic information and information on key areas including health, employment and education and neighbourhood intelligence including ward level priorities where appropriate. This will ensure that both People and Place priorities are identified with a strong focus on the key strengths and opportunities of the area. This will include the outcome of our conversations with local members, partners, residents, community and voluntary sector.
- **Vision and objectives** – Longer term objectives and 'big picture' actions. Linked to the area's strategic role this section will use the analysis from the Area Statement to provide a vision for the area organised around the Manchester Strategy themes. It will identify longer term (3-5 year) objectives and key outcomes for the area. Links to other Strategic 'place' based plans – Local Plans, District Centre Plans, Development Frameworks will feature in this part of the Area Plan where appropriate.
- **Action Plan and Delivery** – summary of key actions with timescale, delivery partners and funding identified. This section of the Area Plan will be updated on an annual basis and will include details of how the actions will be delivered including answering key questions such as - Who will own the action? Who will work together to deliver the services? How will they be engaged? How will we support partners, business and community to work towards delivering shared actions using proactive and creative Our Manchester approaches?

- 4.4 Area Plans will be monitored by the area based Place Delivery Groups which comprise key partners both internal and external, such as, Greater Manchester Police, Registered Providers, Jobcentre Plus, The Manchester College, VCS groups and others for each area of the city supported by the Neighbourhood Teams. Place Delivery Groups have now been established and are being chaired by a member of SMT for each area  
Central – Sara Todd,  
South & Wythenshawe – Geoff Little,  
North – Sean McGonigle

Place Delivery Groups will not monitor day to day service delivery but will focus on monitoring progress against the agreed action plan using a task and finish methodology.

- 4.5 Using the understanding of local issues from communities and business combined with the data analysis provided by the Council's Performance, Research and Intelligence service and issues fed through from Delivery Group

members and ward Members each Area Plan is now in an early draft stage. The Delivery Groups have focused on identifying a small number of key priorities and allocating those priorities to Delivery Group members to further define them and identify the measures that will be used to monitor their delivery and understand what success looks like.

- 4.6 It is expected that a first draft of each Area Plan will be prepared by the end of September 2016 to enable consultation with Members on the content. Member sessions are being arranged for September and October in North, Central, South & Wythenshawe where the draft Plans will be presented to allow for comments and observations before any wider consultation.