

Appendix 1 – Headline priorities for the services

Neighbourhood Services is the City Council's largest directorate with 2,000 staff and includes a wide range of services, all working to improve the lives of Manchester residents and showcase the city to our millions of visitors every year. Our services work directly with the people of Manchester and together. We want to make Manchester a better place to live, work and play.

We have committed, through the Our Manchester Strategy to creating clean, sustainable, safe, resilient, and cohesive neighbourhoods, with more affordable housing, good quality green spaces, and accessible cultural and leisure facilities. We will work with colleagues and partners to achieve our zero-carbon ambition by 2038 at the latest, through green growth, low- carbon energy, retrofitting of buildings, green infrastructure, and increasing climate resilience.

The Neighbourhood Directorate is made up of the following services:

Community Safety, Compliance and Enforcement

- Protect the public and the environment and keep citizens safe through reducing crime, safeguarding vulnerable people, building community resilience, and preventing vulnerable people from being drawn into extremism
- Enforce the law in a fair and consistent manner, helping businesses to meet their legal obligations and taking firm action against those who disregard the law or act irresponsibly.

Priorities:

- Early Intervention and prevention remain a priority across community safety services to safeguard vulnerable people particularly given the increases in domestic violence and serious violent crime and those at risk of been drawn into crime and ASB (Antisocial Behaviour).
- Working with businesses, across a range of sectors to ensure Covid risks are managed, and risks mitigated.
- Managing backlogs created because of the redirection of staff onto covid work and temporary suspension of annual programmes of work e.g., Food Safety Interventions, HMO/Selective Licensing programmes, Shisha smoke free enforcement etc., This is challenging whilst covid related workload remains high. New duties e.g., Protect Duty in public spaces and new allergen related legislation as well as increased checks because of EU (European Union) exit will add to capacity challenges.
- Refresh community safety strategy and this work is underway.
- New duties related to serious violence expected to be enacted 2022

Housing Operations

Housing Operations comprises two of the council's critical services areas - Homelessness and Housing Operations:

Homelessness

Preventing people from becoming homeless and supporting individuals and families who find themselves homeless, to secure new permanent homes and better outcomes.

Priorities:

- Significantly increasing the prevention of homelessness in the first instance
Improving the quality-of-service provision for people and families who find themselves homeless
- Reducing the cost of the service (£27m net per annum) by creating more innovative and sustainable housing options in temporary and permanent accommodation
- Delivering better outcomes for families and single people

The Homelessness Transformation Programme will transform the delivery of homeless services and includes the workstreams below:

- Ending the routine use of B&B for families (households with children or pregnant household member), by changing the way we work and bringing forward the move into longer term accommodation for families.
- Redesigning the Homelessness Service through mapping and redesigning existing pathways and processes with an emphasis on increased prevention, improved customer journeys and outcomes, and reduced administration and failure demand.
- Undertake a comprehensive review of the Council's Temporary Accommodation provision and implement recommendations for service improvements and significantly reduced costs.
- Redesign of the Private Rented Sector (PRS) incentive scheme to increase the supply of PRS properties with an emphasis on homes in MCC (Manchester City Council).

Northwards Housing Operations

Housing Operations was previously managed by Northwards Housing and in July 2021 the service was brought back into the Council. The move sees the Council become the largest provider of social housing in the city, for the first time in 16 years providing good quality homes to and with local communities.

Priorities:

- Significantly improving the repairs and voids service to residents with our partner, EQUANS
- Implementing the Social Housing White Paper and forthcoming Building Safety Act
- Establishing the new governance/committee arrangements for the New Year 2022
- Developing Northwards Strategy with Residents & Partners
- Creating a sustainable HRA (Housing Revenue Account) 30 Year plan

- Establishing a new operating model to ensure delivery of key priorities and improved coordination with wider MCC (Manchester City Council)
- Delivering Zero Carbon – Retrofit of the Northwards estate
- Establishing New Ways of Working – Digital, Modern, Human, Effective

Sport, Leisure and Events

Helping residents lead healthy, active lifestyles and bringing people together to enjoy their leisure time across the city. As part of our vision for Manchester to be in the topflight of world-class cities by 2025, our Sport, Leisure and Events teams deliver an exciting programme of work to support residents to become regularly active and reach their full potential.

Priorities:

- Continue to create great places for people to be active – £81M of capital Investment being invested into Abraham Moss, the National Cycling Centre, and the Manchester Aquatics Centre to modernise these facilities.
- Decarbonise the leisure estate – removing old boilers, lighting and heating systems and replacing them with energy efficient solutions.
- Working with leisure service providers to ensure that the Leisure services continue to recover, increase footfall and generate income to ensure a sustainable business model going forward.
- Managing supply chains shortages particularly shortages of security staff, trained stewards, delivery drivers, event infrastructure, plastics etc. All impacting on events and seasonal activity.
- Work is underway to explore additional financing solutions for new event content to stimulate economic recovery.
- The service has an annual sponsorship target of £0.95m to underpin the delivery of events, awards, and services. Due to the impact of Covid-19 on businesses a third of this is considered to be high risk.

Libraries, Galleries & Culture

Responsible for providing all the city-wide libraries, Information and archive services, Cultural activity which includes supporting Manchester Art Gallery and a range of cultural organisations across the city.

The service is operating across Central Library, 15 neighbourhood and 6 community libraries, a HM Prison library as well as the 'Books to Go' service for housebound library users

We lead on the library strategy and renewal programme, with 80% of Manchester libraries having been refurbished and co-located over the last ten years. We develop the Manchester standard for national, regional and Greater Manchester library initiatives, supporting the Universal Public Library Offers (digital, health, information, learning and reading) as well as working closely with several city-wide and local partners

Priorities:

- Reawakening of the city centre - currently reduced footfall at Central Library, need return of tourists, students, and office workers, developing a channel plan and strong cultural programme to reconnect and introduce to new residents.
- Income generation and fundraising challenging across Libraries, Galleries and Culture.
- External funding - Arts Council bids developed/Ing for Libraries, Galleries and Culture capital projects and monitoring other opportunities.
- Civic Quarter Cultural Offer including Our Town Hall Visitor Experience.
- Capital Programme - c£7m libraries incl new Abraham Moss, Gorton, refurbished Chorlton, Central Library and District Library refresh, £1.87m Galleries and several Cultural schemes being developed.
- The Factory.
- MADE – Manchester Cultural Education Partnership and Joint Audiences programme

Neighbourhood Teams

Neighbourhood teams (North, Central, and South) are responsible for the management and development of the neighbourhoods, and for making sure that services delivered at a neighbourhood level maintain a strong place-based focus by working closely with local organisations.

Priorities:

- Continue to drive forward the Bringing Services Together for People in Places model through working with partners to deliver priorities in place. Focus on post Covid recovery and working to develop an early help offer for adults.
- Continue to work with residents, VCSE, elected members and partner organisations to improve neighbourhoods – aiming to make neighbourhoods cleaner, safer and more vibrant.
- Build resilience in and celebrate neighbourhoods - take actions to build on the capacity and capability of communities to grow, thrive and support communities to recover post COVID.
- Support economic growth activity such as Victoria North, NMGH, Wythenshawe Hospital, Etihad Campus and Eastern Gateway to ensure new and existing residents are engaged and involved.
- Manage resources - take actions to manage existing resources well and work with partners to increase resources/ funding in neighbourhoods
- Work with residents and community groups at grass roots level to put in place actions that support the city's ambition to reach net zero by 2038.

Commercial & Operations

Operational Services

Waste Recycling & Street Cleansing – work with the collections provider to improve street cleansing standards across the city and reduce bin collection issues, Work with Neighbourhood Teams, Neighbourhood Compliance Teams, and other

services to develop, coordinate, and monitor a range of programmes and activities to encourage residents and businesses to manage their waste legitimately.

Grounds Maintenance - work across the city, tending to parks, roadsides and green spaces.

Priorities:

- Improving the quality of services provided by the waste contractor in relation to passageway collections and cleansing, litter bins, abandoned bins and wheeled bin returns.
- Developing differential approaches to waste management within the city to better respond to local demands.
- Implementing proposals from the English Waste and Resources Strategy expected in 2022.
- Further integration of operational services to support the development of biodiversity measures, reduce fault lines between services and support the continuous reduction in the use of pesticides / herbicides.
- Review of depots and operational requirements in conjunction with development proposals and property issues.

Parks

As part of our vision for Manchester to be in the topflight of world-class cities by 2025, our Parks team ensure that residents and visitors can regularly enjoy relaxation and sports in green, open spaces, parks, and riversides - rich in wildlife. This contributes to helping residents lead healthy, active lifestyles and bringing people together to enjoy their leisure time across the city.

Priorities:

- Ensure that Parks are the heart of all neighbourhoods
- Look after them and run them to good standards
- Make parks vibrant parts of vibrant communities
- Partner-up in new, fruitful ways with organisations and communities who care to deliver improvements, investment, and savings.
- In response to COVID-19 - ensure parks remain safe and accessible; and manage supply chains shortages particularly shortages of security staff, trained stewards, delivery drivers, event infrastructure, plastics etc. In order to minimise impacting on events and activity.

Commercial and Operations

- Markets – traditional, local, wholesale and specialist markets.
- Pest Control - tailored service for domestic and business premises to treat, monitor and eradicate pests.
- Bereavement Services - Manchester's five cemeteries and one crematorium (at Blackley) manage some 3,000 funerals a year, working seven days a week to meet the needs of the city's diverse cultural communities.

Priorities:

- Investment in New Smithfield Market – business case being prepared.
- Markets – Investment proposals for Gorton and Longsight prepared for potential inclusion in Levelling-Up fund bids.

Highway Service

The Highways Service works to improve the city's road networks and public spaces, delivering a range of work that keeps traffic flowing, maintains the public realm and designs major new highway schemes to benefit residents and visitors in Manchester.

The Highways Service is made up of several teams:

- Markets – Investment proposals for Gorton and Longsight prepared for potential inclusion in Levelling-Up fund bids
- Network Management - keeping the city moving, managing parking, traffic, and other aspects of road safety.
- Design, Commissioning and Project Management Team (PMO) - managing and developing our highways.
- Public Realm - maintaining monuments, water features and more

Priorities:

- Keeping highway users safe
- Reducing congestion and supporting business and economic recovery
- Supporting active travel options of walking and cycling
- Delivering a programme of highway improvements