

**Manchester City Council  
Report for Information**

**Report to:** Environment, Climate Change and Neighbourhoods Scrutiny Committee - 18 July 2024

**Subject:** Role of the Neighbourhood Teams in keeping the City's Neighbourhoods Clean, Safe and Vibrant

**Report of:** Strategic Director (Neighbourhoods)

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**Summary**

This report outlines the role of the North / Central / South Neighbourhood Teams in keeping the City's neighbourhoods Clean, Safe and Vibrant. The teams' proactive approach and response is based on the different characteristics and drivers of demand for each area within the city. The team play a key leadership role and are able to influence place-based priorities. The report provides a range of examples of how Officers collaborate internally and externally to deliver them.

**Recommendations**

The Committee is recommended to consider and comment on the information in the report.

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**Wards Affected: All**

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city	The Neighbourhood Teams role in driving the delivery of place-based priorities, adheres to the Council's Climate Change Action Plan (20-25). Specifically, workstream 5, Influencing Behaviour and Catalysing Change, through the development and delivery of 32 Ward Climate Change Action Plans.
<b>Equality, Diversity and Inclusion</b> - The impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments	Inclusive and culturally appropriate community engagement and service delivery, is a key feature of the Neighbourhood Teams' role. Officers adapt their approaches to the changing demographics of the City, to drive delivery of the Inclusive Communities, Thriving Neighbourhoods corporate priority.

<b>Our Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The role of the Neighbourhood Teams is to ensure places are managed effectively from a 'here and now' perspective, as well as planning service delivery to maintain pace with the City's ongoing growth- residents, businesses, jobs and visitors. This will support a thriving and sustainable City, that is attractive and safe.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Neighbourhood Teams lead the Bringing Services Together for People in Places programme, which is focused on tackling inequalities to enable residents to take advantage of the City's economic offer (employment & skills).
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Neighbourhood Teams drive the delivery of place-based priorities to ensure neighbourhoods are clean, safe and vibrant. Delivery focuses on neighbourhood management, tackling inequalities, culturally appropriate community engagement and service delivery, and collaboration with stakeholders across the system to improve outcomes for residents.
A liveable and low carbon city: a destination of choice to live, visit, work	Neighbourhood Teams drive the development and delivery of 32 Ward Plans to ensure neighbourhoods are Clean, Safe and Vibrant. The Teams also lead the 32 Ward Climate Change Action Plans to catalyse communities to reduce their carbon footprint.
A connected city: world class infrastructure and connectivity to drive growth	As part of keeping neighbourhoods clean, safe and vibrant, this includes key transport routes and hubs, where there are intensification of other uses. Neighbourhood Teams collaborate with the relevant services to focus on this. Promoting active travel (cycling / walking) around the City, is also a key zero-carbon priority.

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

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

### **Financial Consequences – Revenue**

None.

## **Financial Consequences – Capital**

None.

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### **Background documents (available for public inspection):**

None

## 1.0 Introduction

1.1 To outline the key leadership role of the North / Central / South Neighbourhood Teams in keeping the City's neighbourhoods Clean, Safe and Vibrant, this report outlines:

- The strategic context for the Neighbourhood Teams role and core functions;
- The drivers of demand that influence place-based delivery;
- What delivery looks like in practice; and
- Future considerations to shape the ongoing delivery of place-based priorities.

## 2.0 Strategic Context:

### 2.1 Strategy Driving Place-Based Delivery

- The Our Manchester Strategy has a clear vision for 'Manchester to be in the top-flight of world-class Cities with a strong economy and somewhere everyone feels safe, and lives in an attractive and welcoming City'. The Council's contribution to delivering this vision, is outlined in its Corporate and Business Plan. Specifically, Theme 6- 'Inclusive Communities, Thriving Neighbourhoods'. This is where the Neighbourhoods Directorate, as a whole, and the Neighbourhood Teams, play a key leadership role. This theme is focused on creating great places to live, work and travel to, with the right mix of good quality housing, and clean & vibrant neighbourhoods. The teams' focus on place-based priorities also cuts across other themes linked to 'Tackling climate change and creating a healthy, green socially just City where all can thrive', 'Improving Health and Wellbeing for all', 'Advancing Equality, Diversity and Inclusion', and a 'Well managed Council'.

### 2.2 Neighbourhood Directorate Service Model

- The Neighbourhood Teams are a key element of the Neighbourhoods Directorate service model, as they perform a connector / facilitator role for all the Directorate's citywide services at a place level, as well as links to the wider City Council and external stakeholders. The model consists of 4 Directorate clusters:
  1. **Communities:** Neighbourhood Teams and Compliance, Enforcement & Community Safety;
  2. **Neighbourhood Delivery:** Waste, Recycling, Street Cleansing, Business Units (e.g. Grounds Maintenance / Pest Control / Markets); Libraries, Culture, Galleries & Youth; Parks; Leisure, Sport & Events;
  3. **Housing Operations:** Housing Services and Homelessness;
  4. **Highways:** Network Management and Development.

### 2.3 Role of the Neighbourhood Teams

2.3.1 The 3 Neighbourhood Teams have lead responsibility for a Locality- North, which includes East Manchester- 9 Wards; Central, which includes the City Centre- 9 Wards; and South, which includes Wythenshawe- 14 Wards. Appendix 1 outlines the Locality footprint. The Neighbourhood Teams strategically and operationally advocate for the place by:

- Supporting Members in their place leadership role- single point of contact / proactive identification of priorities (current & emerging) / react to live issues;
- Using rich knowledge, insight, lived experience and data of the place to inform responses, harness opportunities and problem solve (universal & targeted delivery);
- Collaborating Council wide and with external agencies, residents and communities on shared outcomes;
- Working with residents, communities, wider Council teams, external stakeholders and businesses, to support local action on climate change; and
- Positively showcasing neighbourhoods- people and physical assets.

This advocacy for the place links to following 4 thematic areas:

### 2.3.2 **Place Management (ensuring the neighbourhood management basics are effective)**

- Driving an overall place focus on the 'Clean and Green' agenda given the negative impact on residents' wellbeing and how they feel about their neighbourhood. This is focused on clear service standards for the Council and all other landowners (public / private) on management and maintenance, which also recognises the growth of the City (population, housing, businesses and cultural assets). It involves tackling environmental inequalities linked to fly-tipping / cleanliness, maintenance of parks / open green spaces, maintenance of different Council land e.g. arterial routes / gateways, City Centre, District & Local Centres, Housing service estates (north), passageways and residential areas, the role of volunteers and community groups, new developments and infrastructure, and engagement, education and enforcement;
- Leading Ward Co-ordination and the development / delivery of Ward Plans for multi-agency service delivery on the clean and green place focus ('look & feel'). This involves complex problem-solving involving residents and businesses, and harnessing opportunities for improvements and new ways of working;
- Planning for the creation of new neighbourhood areas with the Growth & Development Directorate to ensure neighbourhoods can still function and the appropriate wrap around neighbourhood management approach is integrated with existing areas;
- Leading the Neighbourhood Investment Fund (NIF) process to encourage communities to get involved to take forward their ideas to improve where they live (£640k per annum- £20k per Ward);
- Leading the Neighbourhood Infrastructure Renewal Fund programme to improve how neighbourhoods function (NIRF- £5m per year- 23/24 to

25/26). This includes the renewal of existing and investing in new physical assets e.g. benches, fencing, bins, parks, play equipment.

### **2.3.3 Zero Carbon- catalysing communities to reduce their carbon footprint**

- Leading the development and delivery of public Ward Climate Change Action Plans, as part of the Council's Zero Carbon ambition by 2038. The focus is encouraging residents / community groups to act and adapt their behaviours to be more resilient.

### **2.3.4 Improving the Quality of Life of residents (tackling the social determinants)**

- Leading the Bringing Services Together for People in Places (BSTPiP) programme through the Team Around the Neighbourhood (TAN- cluster of 2 / 3 Wards). Includes Children's / Adults Services, Manchester Local Care Organisation (MLCO), Greater Manchester Police (GMP), Registered Providers and the Voluntary & Community Sector. It focuses on delivering shared priorities linked to health & wellbeing, employment, tackling poverty;
- Driving and supporting a place-based focus to ensure residents can access support linked to the cost-of-living. This involves access to advice on energy, food support, Warm Hubs, plus much more;
- Linked to the cost-of-living role, leading the citywide allocation of community grants for food stock and infrastructure on behalf of the Our Manchester Food Partnership.

### **2.3.5 Harnessing the Strengths & Assets of Communities**

- Driving engagement with residents and communities to listen to their priorities (issues / opportunities), and facilitating community development activities so they can play a key role in the solutions;
- Collaborating across Voluntary & Community Sector groups to make connections between groups / offers. This also involves drawing in Macc (infrastructure support / access to funding), engaging with groups who receive the Council's Our Manchester Voluntary & Community Sector grants, as well as other support / funding bodies;
- Leading the Manchester Volunteer Inspire Programme (MCRVIP), as the Neighbourhood Directorate platform, to enable residents to get involved in activities where they live and across the City;
- Leading the annual Be Proud Awards to recognise the voluntary contribution of residents and communities who are passionate in making the City an even more special place to live.

### **2.3.6 Neighbourhood Team Structure**

- Within the Director of Communities service cluster, the Neighbourhood Teams are consistently structured from a Citywide, Locality to a Ward level. In summary, the Head of Neighbourhoods has lead citywide responsibility for the 3 Neighbourhoods Teams, drives the overall strategic

direction and delivery to ensure a place-based focus, fosters consistent ways of working to ensure clarity for Members / services, and seeks out opportunities to connect to the wider Council / external stakeholders to enhance delivery. Each Locality has a Strategic Lead for Neighbourhoods, who has oversight of the Locality, and drives strategic collaboration and service delivery on those place-based priorities, seeks out trends and opportunities, and takes a solution-based problem-solving approach. Neighbourhood Managers report to the Strategic Leads and have responsibility for a cluster of 2/3 Wards to drive those place-based priorities (this includes Neighbourhood Officers and Neighbourhood Community Development Officers, and Members have a named Neighbourhood Officer for their individual Ward). There are other Locality focused roles linked to Climate Change, thematic projects and business support. Examples of delivery in practice is outlined in Section 4.

### **3.0 The Drivers of Delivery**

The city is growing and neighbourhoods are changing, which influences how they function, service demands and how resources need to be deployed. This requires a proactive approach to ensure service delivery maintains pace with this. These drivers are summarised from a citywide perspective, and then for each Locality.

#### **3.1 Citywide Context**

- Population has grown significantly to just under 600k (according to census 2021), and will continue;
- The city is becoming more culturally diverse (57% white / 43% other ethnicities- largest growth in Pakistani, African, Arab, Bangladeshi and Indian communities). Currently, 1 in 3 residents were born outside of the UK and 94 languages spoken;
- Home ownership remains the dominant housing tenure, followed the Private Rented Sector and Social rented with many different providers. 3,000 new homes were built in 23/24, with a further 14,500 new homes under construction (thousands more planned);
- Manchester is a 24/7 City with a global reputation linked to its world-class infrastructure- leisure, culture, sport, universities, airport and business base. All of these are beneficial to existing residents, as well as being an attractor to new residents, business investment, jobs and cementing Manchester as a tourist destination; and
- The City Centre, as an economic generator for the region, continues to see significant economic growth in its retail, leisure, culture, residential and business offer. This contributes to it being a place to work, socialise, visit, and now live.

#### **3.2 Locality Overview**

The following highlights how the citywide context translates to a neighbourhood level. Consistent themes are used to show the difference and similarities along with the scale of opportunity and complexity. This then

influences how each Locality functions (now and emerging), and who the Neighbourhood Teams collaborate with to shape service delivery:

### 3.3 North (9 Wards)

- Increased population and residential dwellings (over 168k / 77k respectively)- creates demand on services;
- More culturally diverse population requiring culturally appropriate engagement and service delivery (concentrations in Cheetham, Harpurhey, Crumpsall, Clayton & Openshaw, Miles Platting & Newton Heath- specifically African, Pakistani and Arab communities);
- 8 of 9 Wards (ex Crumpsall) are priority Wards in terms of disproportionate cost-of-living impacts (poverty, income, health and out of work). This significantly impacts on daily living and service demand;
- An active Voluntary & Community Sector and community hubs, but with a focus on building its capacity to ensure groups are not missing out on funding and development opportunities (North Manchester Communities Together)- significant / stretched demand for their offers;
- Large numbers of social rented, where the Council's Housing Services is the dominant provider, along with One Manchester, Mosscafe St Vincents, Adactus. Each have different structures and service offers to tenants, and some of these providers work on a larger geographical footprint including outside of the city;
- Concentrations of the Private Rented Sector with some poor quality alleyways (significant fly-tipping issues). Some areas are subject to Selective licensing schemes to improve standards e.g. Clayton & Openshaw and Harpurhey. There are also higher concentrations of Temporary Accommodation for those who were homeless, where integration of residents into the neighbourhood is key;
- Management of specific neighbourhood management agreements that provide additional capacity in residential areas, where an Estate Management charge is payable e.g. Ancoats/New Islington (compliance, cleansing and a Neighbourhood Team Officer);
- Land availability is driving significant housing growth, particularly adjacent to the City Centre around Victoria North (including Collyhurst)- 15k new homes, New Islington (marina) / Ancoats. Neighbourhood management capacity needs to maintain pace with this phased growth;
- District Centres in Harpurhey, Cheetham, Newton Heath, Openshaw and Eastlands, all provide access to a social infrastructure linked to retail, leisure, public services and community. They all attract a high footfall, and how they look and feel is key. Often, there are mixed ownerships and no lead organisation, resulting in increased pressure on maintaining these areas;
- Global assets in the area draw in thousands of people every week for sporting fixtures / competitions and music events. This includes the Etihad Campus- Manchester City Football Club, Regional Athletics arena, Tennis Centre, National Squash Centre, National Cycling Centre and the newly opened Co-op Live arena. Co-ordinated multi-agency neighbourhood management capacity is key;



- The green and blue infrastructure provides spaces for residents and visitors to relax / socialise (Heaton Park, Boggart Hole Clough and Philips Park / River Irk and the Rochdale and Ashton Canals, and a marina at New Islington). How they look and feel is key. Generating income through activation is also beneficial e.g. Parklife at Heaton Park, which requires wraparound neighbourhood management capacity matching increased footfall;
- Key transport connections and arterial routes attract high vehicular traffic / footfall and visible intensification of uses around them e.g. leisure / retail / businesses / residential (e.g. Cheetham Hill Rd, Rochdale Rd, Oldham Rd, Ashton Old Rd), access to M60, Metrolink and rail. All stakeholders taking responsibility for cleansing and maintaining their areas is a priority given the levels of litter / graffiti and fly-tipping;
- A business base of 5,700 with thousands of jobs (Strangeways, Central Business Park, The Sharp Project, District Centres and Manchester Fort). Ensuring compliance with regulations and maintaining environmental standards can create demand on services e.g. Operation Vulcan in Strangeways; and
- Cross-border collaboration on neighbourhood management with Salford, Bury, Oldham and Rochdale Local Authorities, is key.

### 3.3.1 From an ongoing change perspective:

- A pipeline of significant housing growth- Victoria North (including Collyhurst), Ancoats / New Islington / former Central Retail Park area, as well as planning for Holt Town and Grey Mare Lane- requires clear neighbourhood management arrangements;
- Expansion of activities on the Etihad campus (including a capacity increase at the football stadium, hotel, bars, restaurants and a museum)- neighbourhood management matching footfall capacity;
- Transformation of North Manchester General Hospital to create a health campus (new acute hospital, mental health, wellbeing hub, education hub, residential and commercial spaces);
- Strangeways / Cambridge area- development of a Strategic Regeneration Framework (with Salford City Council) to maximise investment in the area and protect the interests of legitimate businesses / jobs;
- Moston Lane- Neighbourhood Development Framework to secure the long-term future of area as a place to live, work and visit; and
- A Community that is continuing to become more diverse.

## 3.4 Central (9 Wards)

### 3.4.1 Central (excluding the 2 City Centre Wards)

- Increased population and residential dwellings (over 147k / 54k respectively)- creates demand on services;
- More culturally diverse population requiring culturally appropriate engagement and service delivery (concentrations in Moss Side, Ardwick, Rusholme Longsight, Hulme and Levenshulme- specifically Pakistani, Bangladeshi, Caribbean, Indian, African, Arab and Chinese communities);

- 4 of 9 Wards are priority Wards in terms of disproportionate cost-of-living impacts (poverty, income, health and out of work data). This impacts on daily living and creates demand on services;
- An active and diverse Voluntary & Community Sector and community hubs, reflective of the cultural diversity of the area- significant / stretched demand for their offers;
- A more complex social rented housing picture, where Mosscafe St Vincents and One Manchester are the dominant providers, along with Your Housing Group, S4B, People for Places, Great Places and Adactus. Each have different structures and service offers to tenants, and some of these providers work on a larger geographical footprint including outside of the city;
- Concentrations of the Private Rented Sector with poor quality alley-ways (significant flytipping issues). The highest number of selective licensing schemes to improve standards are in Central e.g. Gorton & Abbey Hey, Longsight, Moss Side, Rusholme and Levenshulme. There are also concentrations of Temporary Accommodation for those who were homeless, where integration is key;
- Available land for redevelopment is more limited in central. Given the boundary with the City Centre, Ardwick / Hulme in particular, feel the expansion of the City Centre and scale of development;
- District Centres in Rusholme, Levenshulme, Longsight, Gorton & Abbey Hey and Moss Side / Hulme all provide access to a social infrastructure linked to retail, leisure, public services and community. They attract a high footfall, and how they look and feel is key. Often, there are mixed ownerships and no lead organisation, resulting in increased pressure on maintaining these areas;
- Global assets in the area relate to campuses of the University of Manchester / Manchester Metropolitan University (90k students). These draw in thousands of students on a daily and seasonal basis as a place to study, but also live through halls of residence, purpose-built student accommodation and the private rented sector, many of which are houses of multiple occupation (HMOs). There is also a sporting infrastructure e.g. Belle Vue Speedway and concert venues, which attract even more people into the area (evenings / weekends);
- The green and blue infrastructure provides spaces for residents and visitors to relax / socialise (Whitworth Park, Birchfield Park, Nutford Vale Park, Crowcroft Park, St George's Park, Highfield Country Park, Cringle Park, Debdale Park and Gorton Reservoir). How they look and feel is key, along with developing activity to increase footfall and provide opportunities to generate income;
- Key transport connections and arterial routes attract high vehicular traffic and footfall, and intensification of uses around them e.g. leisure / retail / businesses / residential (Wilmslow Rd, Oxford Rd, Princess Rd, A6, A34, Mancunian Way and Hyde Rd), access to M60, Metrolink (Cornbrook) and rail. All stakeholders taking responsibility for cleansing and maintaining their areas is a priority given the levels of litter / graffiti and flytipping. Ardwick and Hulme, being on the City Centre border, can experience congestion and car parking issues;

- A business base of 3,900 with thousands of jobs (Oxford Rd Corridor (Manchester Royal Infirmary / St Mary's, Universities, Manchester Science Park), Heineken, Birley Fields, Space Studios, and District Centres (significant food/drink offer e.g. Rusholme). Ensuring compliance with regulations and maintaining environmental standards creates demand on services; and
- Cross-border collaboration on neighbourhood management with Trafford, Salford, Stockport and Tameside Local Authorities, is key.

#### 3.4.2 From an ongoing change perspective:

- Significant developments on and around the University campuses and Oxford Rd corridor. In particular, ID (Innovation District) Manchester will create offices, laboratories, creative studios, 10k jobs, 1.5k new homes, retail, leisure, cultural and public spaces. Developments on Upper Brook Street will provide life-science workspaces, purpose-built student accommodation (2k beds), retail, leisure and green spaces. Given the scale, integration and neighbourhood management models will be key;
- Regeneration of Gorton District Centre will provide new retail, leisure and residential offers;
- Pockets of housing growth e.g. Moss Side and Gorton District Centre;
- A community that is continuing to become more diverse.

#### 3.4.3 **City Centre (2 Wards- current and a continued intensity of growth)**

- A significantly increased population and residential dwellings (31k / 20k respectively). This now includes residents of all ages, more families and students, who require access to public services like elsewhere across the City. Owner occupation and the private rented sector are the dominant tenures, larger numbers of purpose-built student accommodation, and very small pockets of social rented (Council's Housing Services, Your Housing and Guinness);
- Significant developments in residential (high-rise, which accommodate large numbers of residents in concentrated areas), office, retail, leisure and cultural offers. All guided by Strategic Regeneration Frameworks through the Council's Growth & Development Directorate. The proactive planning of wrap around neighbourhood management is key, especially waste and street cleansing, integration with bordering Wards (Cheetham, Harpurhey, Ancoats & Beswick, Ardwick and Hulme), and boundary collaboration with Salford City Council;
- Unique identities of zones and over 6k businesses, influence the 24/7 function, night-time economy, footfall levels and the associated neighbourhood management response (including compliance with regulations / Operation Vulcan in Piccadilly Gardens) e.g. China Town, Gay Village, Castlefield bowl, St John's, Deansgate, Spinningfields, Civic/Library Quarter, Piccadilly Gardens, Market St/Arndale (retail core), Northern Quarter and the Medieval Quarter. These are also complemented by the Rivers Irwell / Medlock and the Rochdale / Bridgewater Canals with active frontages;

- There are global assets in the area e.g. AO Arena, Factory International (Aviva Studios), Theatres, Art Gallery, National Football Museum, Home, and University campuses. These all draw in thousands of people on a daily and seasonal basis, and creates demand for hotels, Air BnB's and other short-term let accommodation. Weekly footfall can range from 640k to 1.4m, so it is important that all stakeholders, including businesses, play their part in keeping areas clean & safe;
- City Centre is a transport hub, and connects people across the City, Greater Manchester and nationally. People also arrive in the City Centre to connect to venues elsewhere e.g. Airport, Etihad Campus / Co-op Live, Heaton Park / Wythenshawe Park (events) and Old Trafford. Footfall is already high, and even higher with seasonal activities, which creates pressure on services; and
- Significant footfall is also generated by an all-year round events programme e.g. Christmas Markets / Pride / Great North Run. The Manchester Event's Commission and collaboration with CityCo / Accommodation Business Improvement District (ABID), is focused on attracting even more people to visit and stay in the City. The City Centre is also the focal point for weekly protests, both planned and spontaneous, which can create knock-on impacts for other users. Neighbourhood management capacity needs to maintain pace with this.

### 3.5 South (14 Wards)

- Increased population and residential dwellings (over 224k / 91k respectively)- creates demand on services;
- A less culturally diverse population, but with concentrations in Whalley Range, Fallowfield and Burnage (specifically Pakistani, Indian, African and Arab communities). This requires culturally appropriate engagement / service delivery;
- 3 of 14 Wards are priority Wards in terms of disproportionate cost-of-living impacts (poverty, income, health and out of work data and in Wythenshawe). Although there are higher levels of economically active residents across South, this can mask smaller areas and communities that also experience poverty challenges- proactive action ensure support is targeted (e.g. pockets within Chorlton Park);
- An active and long-standing Voluntary & Community Sector and community hubs;
- A less complex social rented housing position with larger numbers in Wythenshawe and pockets across South, where Wythenshawe Community Housing Group and Southway Housing are the dominant providers, along with provision from One Manchester. Each have different structures / services for tenants;
- Concentrations of a higher quality Private Rented Sector. However, some areas are still subject to selective licensing schemes to improve standards e.g. Whalley Range. The area is home to a large student population in Fallowfield, Old Moat and Withington, who live in the private rented sector / houses of multiple occupation, as well as halls of residence (Owens Park), and require intensive neighbourhood management approaches;

- District Centres in Wythenshawe, Northenden, Baguley, Fallowfield, Didsbury, Chorlton and Withington, all provide access to a social infrastructure linked to retail, leisure, public services and community. They attract a high footfall, and how they look and feel is key. Often, there are mixed ownerships and no lead organisation, resulting in increased pressure on maintaining these areas;
- Global assets, which draw in thousands of people / traffic every day, include Manchester Airport (28m passengers per annum) and the Christie NHS Trust;
- The green and blue infrastructure provides spaces for residents and visitors to relax / socialise (Wythenshawe Park, Fletcher Moss, Chorlton Water Park, Hough End, Alexandra Park, Platt Fields and the River Mersey). How they look and feel is key, and generating income / footfall through activation (e.g. Wythenshawe Park is now a venue for music concerts);
- Key transport connections and arterial routes attract high vehicular traffic and footfall, and intensification of uses around them e.g. leisure / retail / businesses / residential. This includes arterial routes (A34- Kingsway, Princess Rd, Wilmslow Rd), access to M60, Metrolink and rail. The Station at the Airport is also a key attractor, as it provides access to national rail / coach network;
- A business base of 4,700 with 2,250 in Wythenshawe alone, and significant numbers of jobs (whole of Wythenshawe / Airport, District Centres, Wythenshawe Hospital and the Towers Business Park). Ensuring compliance with regulations and maintaining environmental standards creates demand on services; and
- Cross-border collaboration on neighbourhood management with Stockport and Trafford Local Authorities is key.

### 3.5.1 From an ongoing change perspective:

- Significant growth of Manchester Airport (Airport City) and jobs, which will expand passenger capacity, cargo capacity (World Logistics Hub), commercial space, high-tech campus (research and development), hotels, retail and leisure facilities- the surrounding area and the City, will become even busier;
- Redevelopment of Wythenshawe Town Centre including a new retail, leisure and cultural offer, commercial space, public spaces and over 1.6k new homes (led by the Council);
- Wider District Centre improvements- Chorlton (retail/leisure/residential), Withington to respect the cultural heritage of the area, and Fallowfield, focusing on neighbourhood management and safety;
- The transformation of Wythenshawe Hospital to create a diversified health campus of acute care, research and development, leisure and training facilities, key worker housing and encouraging economic growth with links to Manchester Airport, Roundthorn Industrial Estate and the Timperley Wedge.

## 3.6 Summary

Overall, there are a number of considerations that the Neighbourhood Teams deal with on a daily basis. These relate to service delivery and standards being reflective of the here and now, but with proactive planning in parallel for the growth in the City's population, business, jobs and visitor numbers; Neighbourhoods must still be able to function as places to live given the significant levels of growth within and surrounding them; a recognition that the City's globally recognised assets will continue to drive growth and footfall all year round; and the important role of all stakeholders in the wider public, private, voluntary & community sector and residents, in all playing their part and making best use of available resources.

#### **4.0 What Delivery looks like in practice**

Considering the Neighbourhood Teams' connector and facilitator role in advocating for the place, and those drivers of delivery, this section provides a snapshot of how this translates into action.

##### **4.1 Place Management (ensuring the neighbourhood management basics are effective)**

###### **4.1.1 Ward Co-ordination (every Ward)**

Neighbourhood Teams lead Ward Co-ordination and provides a framework to develop 32 bespoke Ward Plans to drive service delivery on neighbourhood management priorities that are agreed with ward members. This involves a proactive and reactive problem-solving approach with Members, services, residents and communities, tracking impact and ensuring all powers at the disposal of the Council, are used. Engagement with communities happens in many ways e.g. problem-led (residents have made contact with the Council/Officers, Member led (as residents make direct contact), and proactively led (from Officers or residents approaching each other on potential ideas for change). Work areas lead to tackling fly-tipping and graffiti hotspots, litter in residential & commercial areas, vermin due to waste issues, cleanliness within District & Local Centres, and commercial waste contracts; promoting recycling and preventing contamination of bins; engaging with communities on their ideas; planning wrap around neighbourhood management for significant footfall levels, events and protests; supporting residents to keep themselves safe and their properties secure; dealing with car parking issues, plus much more. There are significant demands on services in different parts of the city, and this will continue to shape the deployment of resources. It is here where communities want reassurance that the Council is using its powers, when appropriate, and taking necessary actions. The model is currently being refreshed for a more consistent approach, and will include a new Ward Plan template, a consistent set of service standards / Key Performance Indicators within a dashboard, as well as bespoke based on the Ward's context, and core attendees to focus on neighbourhood management delivery.

###### **4.1.2 Neighbourhood Investment Fund (NIF- every Ward)**

Neighbourhood Teams lead the annual NIF investment programme, which involves engaging with communities and targeted activity to encourage applications from under-represented groups, collaboration with Members to agree funding allocations linked to Ward Plan priorities, and then administering the whole process. Across the City in 23/24, £640k was allocated to community led projects linked to environmental improvements and greening, Great British Spring Clean / litter picks, adapting to zero carbon behaviours, public art / murals, cultural events, festive activities, plus much more. NIF is a stepping stone for Officers to collaborate with communities on their other ideas for change, foster a stronger sense of community and residents feeling they have a greater stake in what is happening in their neighbourhood. Officers are now working with communities on the 24/25 programme.

#### **4.1.3 Neighbourhood Infrastructure Renewal Fund (NIRF- every Ward)**

Neighbourhood Teams lead the £5m per annum capital investment programme. Officers have worked closely with Members to agree Ward capital investment on both renewing existing and brand-new assets to deliver Ward Plan priorities to improve how neighbourhoods function. Over 160 schemes are now progressing into a delivery programme linked to bollards, traffic management / calming, pavement repairs, passageway resurfacing, fencing, railing, benches, alley-gates, planters and drainage. The citywide thematic allocation includes replacement of litter bins across the city (from August 24), and additional investment in Parks, including replacement of play equipment, improved pathways and replacement street furniture. Additional schemes are still to be identified through discussion with Members. Over the next few months, communication activity is planned to promote this investment and inform residents of how this connects into other activity in the Ward.

#### **4.1.4 City Centre Neighbourhood Management Approach**

To maintain pace with the City Centre's growth and unique identity of its zones (users / demands), additional Neighbourhood Team capacity has been put in place to drive standards. The Neighbourhood Team leads a multi-agency Strategic Officers Group to focus on the here and now, as well as planning for growth from a neighbourhood management perspective (clear expectations on standards and joint problem-solving), and act as a conduit between residents, businesses and developers. This involves Officers from the City Centre Growth & Infrastructure Team, Planning, Licensing, Compliance & Enforcement, Community Safety, Waste & Recycling, Highways, Parks and Events, as well as GMP, TfGM and CityCo. Connections are also made with Network Rail, the Canal & River Trust and developers, who also have responsibility for maintaining their respective land areas. From a more operational perspective, an Intensive Neighbourhood Management group is in place, focused on real time intelligence for joint agency problem solving in any hotspot areas, aligning service delivery capacity and influencing future ways of working from a preventative perspective (Council, GMP, CityCo+).

#### **4.1.5 Student Strategy Partnership (SSP)**

To ensure student residents integrate well with other long-term residents, mainly in Fallowfield, Old Moat, Withington, Rusholme, Moss Side, Hulme, Ardwick and the City Centre, the Neighbourhood Team leads the Student Strategy Partnership. This involves the University of Manchester, Manchester Metropolitan University, Manchester Student Homes and Greater Manchester Police. Given the seasonal nature of arrivals and departures (new students every year), there is an intensive programme on transitions linked to waste management / recycling, identifying landlords and contractors acting irresponsibly (dumping waste post property refurbishment), rogue fly-tippers and student safety. For example, on arrival, Officers, including Compliance and Biffa, door knock to engage and explain how students need to manage their waste and how they can be good neighbours for the whole academic year. On departure, the 'Give it, Don't Bin it' campaign is focused on diverting items from landfill (furniture, food, clothes, duvets etc). This involves door knocking and pop-up locations on street corners, and collaboration with the British Heart Foundation (BHF). Last year, 44 tonnes of items were diverted from landfill, BHF raised over £70k from donations, clothing and food banks benefited, and landfill charges were avoided for the Council. This year, students left the end of June, and once again, there has been a significant number of donations (impact being evaluated). Overall, the approach drives the collaboration on shared outcomes, alignment of resources, all residents are clear on expectations and there is a more positive impact on the environment.

#### **4.1.6 Intensive Neighbourhood Management Pilots**

To tackle intense passageway waste issues, pilot approaches were implemented in Harpurhey, Moston, Moss Side and Levenshulme. This involved dedicated Officers from the Neighbourhood Teams (co-ordinating), Compliance & Enforcement, Waste & Recycling Team, Biffa and residents. Actions related to proactive visits and inspections, cleansing, promotion of the Council's bulky item collection service, engaging businesses on their commercial waste contracts, helping residents with setting up / using their My Accounts to self-report and sharing intelligence on fly-tipping. The focus on shared outcomes has led to stronger and proactive links between services and residents, and residents are reporting and sharing information to tackle the root causes of the environmental issues. Officers are now monitoring to understand the ongoing impact and the need for further targeted interventions. The approach is now shaping which other areas across the City require similar interventions.

#### **4.1.7 Manchester Airport Team (MAT)**

The MAT, which is led by the Neighbourhood Team, is a strategic group that brings senior staff together from across Council, Airport and GMP. Its role is to maximise the benefits of the Airport operation for Wythenshawe (e.g. jobs / skills), as well as mitigating the impact of Airport's operation on surrounding communities (e.g. car parking / taxi / noise / litter). There has been intensive work on tackling rogue 'Meet and Greet' operators who were abandoning



customers' vehicles in residential areas, which caused disruption to the daily lives of residents. This approach involved the Neighbourhood Team, Trading Standards, Compliance & Enforcement and GMP, collaborating with the Airport to monitor and successfully shut down any operating and emerging firms. This MAT is a key group given the airport's ongoing growth ambitions.

#### **4.1.8 Integration of new Assets (wrap around neighbourhood management)**

New globally recognised assets need to integrate with the existing neighbourhood infrastructure to ensure knock-on operational issues are minimised for surrounding communities (e.g. noise, litter, footfall, parking, safety). Neighbourhood Teams play a co-ordinating role here. For Factory International (Aviva Studios) in the City Centre (St John's / Deansgate area), Officers worked with Planning & Licencing, Compliance & Enforcement, and the Factory, on cleansing, noise levels and routes in for residents to raise any live issues for multi-agency responses. For Co-op Live on the Etihad Campus, this involves collaboration with the arena and the City Football Group on local resident forums, supported resident consultation and the rollout of the Eastlands Resident Parking Scheme, and street cleansing. Officers also manage the 'good causes fund' for community projects (Section 106 / Co-op Foundation for 10 years) through Members and the East Manchester Advisory Committee, for Ancoats & Beswick, Clayton & Openshaw and Miles Platting & Newton Heath. For both locations, there is clarity on roles, responsibilities and shared outcomes, as well as governance arrangements to proactively review progress and react to any issues as they arise.

#### **4.1.9 Planning for and managing new residential neighbourhoods**

North Manchester is seeing significant housing growth and the Neighbourhood Team works closely with the Growth & Development Directorate to integrate new developments into the existing fabric of the area. For Victoria North where there will be 15k new homes (Far East Consortium- FEC), for the current Collyhurst / Redbank phases, Officers bring services and partners together to respond to live neighbourhood management priorities (flytipping / cleansing of walkways). In parallel with FEC, Officers are involved in planning the future neighbourhood management approach with clear expectations on standards. Overall, the Neighbourhood Team's focus is on cohesive neighbourhoods and ensuring all residents benefit from the opportunities this development will bring. For Ancoats, given the intensity of development over 44 plots, an annual Estate Charge is in place for the upkeep and maintenance of the area. The Neighbourhood Team is responsible for managing the charge and commission and manage all maintenance and repairs in the area. The charge funds a dedicated full-time Officer to drive this, additional ped-orderly, compliance & enforcement support, street cleansing, lighting and CCTV. The role also provides the opportunity to proactively work with residents, businesses and wider partners, which has built positive working relationships, and provides a springboard for those stakeholders to engage in other initiatives to keep the neighbourhood clean and safe.

#### **4.1.10 District Centres**

Neighbourhood Teams provide leadership and support District Centres in a number of ways. For Wythenshawe Town Centre, Officers have been working with the Growth & Development Directorate on advising on scoring and social value commitments to ensure the offer is suited to the area and takes on board existing service delivery and community groups. Officers are also maximising opportunities for residents to get involved in improving the Centre and they feel it is a place for them (focused on a sense of belonging, relationships and participation). In Withington, Officers are members of and support the Withington Village Regeneration Partnership. This brings together the Council, Members, Voluntary & Community groups, and other key partners such as traders, Withington Baths, Christie Hospital and Southway Housing, to guide and support the development of the village and encourage further investment. In Rusholme, where there is no overall lead, Officers have been collaborating with businesses on their ideas and role in keeping the centre clean and tidy given the significant footfall levels during the day and evening, and the creation of a Traders Network for better business to business collaboration. In Gorton, Officers supported the public consultation on Council investment plans on its land interests, to create a broader mix of uses throughout the whole centre (retail, leisure and residential), more attractive environment / space for dwell time, greening the centre, creating a new heart in the community, and making the centre more accessible (walking / cycling).

#### **4.1.11 Local Centres**

Local Centres provide a retail / service offer in the heart of neighbourhoods. Given footfall levels, centres can attract environmental issues and anti-social behaviour. Neighbourhood Officers will engage and work with the appropriate services to respond. An example is the intensive focus on Moston Lane (Harpurhey / Moston, adjacent to North City District Centre) where Officers are collaborating with Growth & Development colleagues to develop a Neighbourhood Development Framework to improve the centre as a place to live, work and visit (Shared Prosperity Funding). This approach is ensuring residents are at the forefront of future plans for the centre. In parallel to the longer-term ambition, environmental improvements are underway linked to traffic management, tackling fly-tipping, commercial waste management, green space improvements and ongoing engagement with the surrounding community.

#### **4.2 Zero Carbon- catalysing communities to reduce their Carbon Footprint**

##### **4.2.1 Ward-level Climate Change Action Plans (every Ward)**

In line with the Council's Zero Carbon ambition by 2038, the Neighbourhood Teams lead the development and delivery of 32 Ward Climate Change Actions with Members, communities, services and external partners such as Groundwork, Biffa, Keep Manchester Tidy, Registered Providers, GMP and Public Health. These plans are also public on the Council's website and the focus is on adapting behaviours linked to: Nature & Biodiversity; Young People; Transport, Active Travel and Air Quality; Things we buy, use and bin;

Food; Homes and Energy Efficiency; and Engagement, raising awareness and influencing change. Each Neighbourhood Team has a Climate Change Neighbourhood Officer who provide Zero Carbon expertise and advice to other Officers, so they can help embed more sustainable alternatives into everyday activities, which ultimately helps residents take on the ground action. This everyday element is key given the cost-of-living pressures in some Wards, and how residents will prioritise the resources they have. Officers engage residents in many ways e.g. allocating / signposting to other sources of funding for community led projects, assisting with road closures for active street events, information stalls, connecting groups with each other and services. In 23/24, Officers allocated over £140k Neighbourhood Investment Funds (NIF) on zero-carbon projects (4.2.2) below, supported 38 events to promote cleaner air and 17 active streets, promoted zero carbon behaviours at events, planted 18,500 bulbs, gave away 2k low energy lightbulbs and added over 50 new free water refill stations across the City. A dashboard has now been developed to demonstrate engagement and impact where it can be measured. This information and experience to date, is now influencing the refresh of the Ward Climate Change Action Plans with Members.

#### **4.2.2 Community led Zero Carbon Living Actions (Neighbourhood Investment Funding- every Ward)**

In 23/24, 140k of NIF was specifically allocated on zero carbon activities. Examples related to alley-way greening, gardening projects (e.g. garden area at the Castlefield Viaduct with the National Trust), community planters, Lets Talk Clean Air in Whalley Range, a bike repair workshop in Levenshulme, and 'Sounds of Sustainability' in Cheetham / Harpurhey exploring climate change across generations. Climate Change Challenge Events were also held in Burnage and Didsbury East / West Wards where community groups presented projects to secure NIF. Successful projects included alleyway greening, tree planting, bird boxes and active travel. In addition, even where the funded application is not focused on zero carbon, requirements are in place for the applicant to ensure the grant is spent in an environmentally friendly way e.g. not using single-use plastics at events. Officers are continuing to engage with communities to generate more applications for the 24/25 NIF allocation.

#### **4.2.3 Accessing External Funding**

Neighbourhood Officers are also able to support residents and groups across the city to access specific pots of funding, particularly those that are delivered at a GM level. The Greater Manchester Green Spaces Fund is an example of this, and to date, Manchester-based groups have secured the greatest allocation of the fund. Since 2023, over £500k has been invested in projects. Examples relate to the Gaskell Garden Project (Hulme) where Officers co-ordinated Highways support to secure permissions to use a disused slipway to create a green pathway (cycling / walking, orchard, planters and wildflowers). Others are Beswick Urban Growers (BUG) creating a clean / safe green space for families (wildlife / growing), and the Westcroft Community Centre (Burnage) creating a new public garden (growing / planters). This approach will continue to maximise external resources into the City.

#### **4.2.4 Responding to Population Growth**

The City Centre is experiencing significant population growth, leading to an increase in transport, whether cars, taxis or delivery vehicles. With a focus in residential zones, Officers have facilitated events to encourage climate friendly living, such as free bike repairs and practical ways to reduce carbon footprint with a better knowledge of how to use the local and wider environment. This approach will continue across the City given the scale of growth in different Wards.

#### **4.2.5 Building on Campaigns and the City's Status (every Ward)**

Building on Manchester being named the ACES European Capital of Cycling, Neighbourhood Team Officers have been promoting cycling and active travel. In collaboration with MCRActive, bike repairs stations have been built into all active street events across the City. Some events involved GMP who applied security tags to bikes. Following the City's declaration as a 'Refill Destination' (July 23), Neighbourhood Team Officers have created over 50 new refill destinations across the City, from Libraries to independent cafes. To coincide with World Refill Day (June 24), Officers set up pop-up stalls to engage residents to reduce the purchase of single-use plastic. One of these was in the Gorton Hub, where users were given a free reusable water bottle to fill up at the hub's new water fountain. Overall, these examples demonstrate ways in which residents can adapt their behaviours in their everyday lives and also save money.

#### **4.3 Improving the Quality of Life of Residents (tackling the social determinants)**

##### **4.3.1 Bringing Services Together for People in Places (BSTPiP- every Ward)**

Collaborating with the Council's Children's / Adults Services, Manchester Local Care Organisation, Greater Manchester Police, Registered Providers and the Voluntary & Community Sector, Neighbourhood Teams lead a core element of BSTPiP through the Team Around the Neighbourhood (TAN). TAN's are able to come together and share neighbourhood-based insight and intelligence that impact on communities and neighbourhoods, and each will experience different issues and opportunities that are pertinent to that place. To improve outcomes, Officers focus on shared place-based priorities that they are all responsible for delivering against. Examples relate to supporting residents through the cost-of-living crisis (food, debt advice and mental health); tackling behaviours that lead to premature deaths (reducing tobacco use, healthy eating and more active lifestyles); employment & skills; tackling serious violent crimes given the negative impact on victims / communities; early intervention with young people and their families so they can navigate the support system; seasonal vaccination programmes; community cohesion; and building the capacity / skills of the community to generate their own solutions for change.

#### **4.3.2 Service Hubs**

The brand-new Council led Gorton Hub opened in November 22, and is focused on improving health, employment & skills outcomes for residents. It provides residents with access to a Library, Manchester Adult Education Service (MAES), Manchester Local Care Organisation / Adult Services, health services, GP Medical Centre, One Manchester (tenant support), and an atrium for community events. The Neighbourhood Team manages the Integration Manager and leads the governance structure to drive impact, service integration, a person-centred service offer, staff understand the neighbourhood they are serving, and there are links to wider community groups/services (hub & spoke offer). Officers also engage in other service hub locations across the City to ensure connections to wider community, and an understanding of how neighbourhoods are changing so service delivery is reflective of need e.g. trustee on the Wythenshawe Forum.

#### **4.3.3 Cost of Living Response (every Ward)**

Through the Our Manchester Food Partnership and collaboration with Members, Neighbourhood Teams lead the allocation of Council grants to food organisations. This has included a £3k per ward allocation to fund food providers or commission food-based projects to support residents (stock, white goods, staff/volunteer training & expenses and memberships e.g. annual Fareshare fees). Officers have also supported the Food Infrastructure Grant programme for priority areas. This provided support to food organisations with infrastructure costs such as shelving, fridges and any other items that would support their food offer. Although food support is the focus, Officers also ensure appropriate agencies are involved for wrap around support to help the residents break the cycle they find themselves in.

#### **4.4 Harnessing the Strengths / Assets of Communities**

Neighbourhood Teams work with residents, communities and the Voluntary & Community Sector on a daily basis. As stated in 4.1.1, engagement happens in many ways (problem / proactive / Member led). All the aforementioned examples would not happen without this level of engagement, discussion and feedback on progress. The examples below highlight some of the additional activity Officers are involved with to keep strengthening this engagement at a place level.

##### **4.4.1 Understanding who lives in the City's Neighbourhoods (every Ward)**

As previously stated, the City is becoming more culturally diverse (57% white / 43% other ethnicities) with the largest growth in Pakastani, African, Arab, Bangladeshi and Indian communities, and over 94 languages spoken. To work in a culturally appropriate way and tailor services, Officers need to understand this change, how people identify themselves, cultural values / beliefs and festivals. Officers have planned a cultural awareness programme to enhance their understanding and be more aware of the inequalities residents can face. To date, there has been a focus on the South Asian and Roma cultures, and

others are now being planned including the Caribbean culture. This approach is aligned with the Tackling Systemic and Structural Discrimination and Communities and Power themes of Making Manchester Fairer, and will enable Officers to work in more culturally appropriate ways.

#### **4.4.2 Community Development (every Ward)**

To support residents to take forward their own ideas for change, additional community development capacity has been embedded into the Neighbourhood Teams. This additional capacity has arisen through a TUPE transfer of what was previously known as the Buzz service. Prior to transfer, the Buzz service focused on health improvement, but since transfer is focused on supporting residents to be active, participate and live well in their neighbourhood. Neighbourhood Community Development Officers collaborate with wider Officers to deliver Ward priorities. For example, a fly-tipping hotspot in Crumpsall impacted on how residents felt about their neighbourhood and wellbeing. Officers engaged residents and supported them with their ideas on alley-way greening so the space can be used to connect with each other, marking out space for children to play games (UNICEF Child Friendly Manchester links), murals / street art, and the establishment of a new Residents Group to drive other ideas and apply for funding. The impact is not only positive on health & wellbeing and cohesion, but is also helping residents lead the change themselves, reducing demand for reactive neighbourhood management interventions / landfill charges for flytipping, and enables Officers to promote other services that may be of interest to residents. Based on the learning from the transition year, the model is being refreshed to intensify community development activity across the city and facilitate more residents leading change themselves.

#### **4.4.3 Manchester Volunteer Inspire Programme (MCRVIP- every Ward)**

To encourage residents to get involved in improving the look & feel of where they live, Neighbourhood Teams lead MCRVIP, as the Neighbourhood Directorate Platform to recruit and manage volunteers. The platform facilitates residents to get involved in their own / others' ideas and national campaigns locally, such as the Great British Spring Clean, Recycling Week, Love Your Park Week, National Play Day (adding value to existing service delivery). MCRVIP is also used to support the City's civil contingency emergency response, such as flooding / Reception Centres, and is heavily promoted to Officers for them to get involved using their annual 3 days volunteering leave. Currently, there are over 6k volunteers registered from all 32 Wards, as well as people from outside of the City. In 23/24, an average of 342 volunteers signed up each quarter. Volunteers have engaged in clean-ups, supporting young people (Norbrook Youth Centre in Wythenshawe), Digital Champion at Beswick Library, Davis Cup Tennis at the AO Arena, Chatty Cafe volunteer in Chorlton, a Sports volunteer with MCRActive, plus many more. The platform now integrates Disclosure & Barring Service (DBS) functionality, if this is required prior to volunteering, and recently, a MCRVIP app has been launched on Google Play / Apple App Store to make it even easier for residents to get involved. Work is now underway on how the platform can facilitate group

volunteering (e.g. businesses/social value), incentives, skills support and a communication and engagement campaign to get even more residents involved.

#### 4.4.4 **Be Proud Awards (every Ward)**

The annual Be Proud Awards have been around for over 15 years and led by the Neighbourhood Teams. These awards recognise the voluntary contribution of residents / communities who are passionate in making the City an even more special place to live. Categories include Cleaner, Greener Neighbourhoods, Taking Neighbourhood Climate Action, Creating Safer Neighbourhoods. The highest number of nominations were received for the event in April 24 (over 500), which shows the growing dedication and enthusiasm of Manchester's communities. Planning will shortly begin for the 2025 ceremony.

### 5.0 **Future Considerations**

Building on the Neighbourhood Teams' connector and facilitator role within the Neighbourhoods Directorate, and the breadth of work already underway on delivering place-based priorities, there are a number of considerations that will influence the ongoing approach:

- Refresh of the Our Manchester Strategy (25-35) driving multi-agency delivery of priorities that matter to residents / communities, businesses / services at a place level (specifically how places 'look & feel');
- Neighbourhood Directorate's driving role in a whole Council place-based approach (Citywide, Locality, Ward and neighbourhood level), driving a plan for each area (including District Centre improvements), and understanding the Council wide impact of budget reductions (25/26-26/27);
- Ensuring neighbourhood management service delivery is maintaining pace with the 'here & now' and the City's growth, so neighbourhoods are clean, safe and vibrant, and can still function effectively. This will include a place and people focused approach, including an exploration of different delivery models, and a refreshed Ward Co-ordination model, including a dashboard of Key Performance Indicators;
- Maintaining a strong multi-agency focus on the area's 'look and feel' for all neighbourhoods, even where there is no significant regeneration activities;
- Ensuring all landowners are taking responsibility for maintenance / cleansing of their land, so any blight is dealt with, and preventative measures are put in place;
- Using data, insight and lived experience through an Equality, Diversity & Inclusion lens, to shape service delivery that is reflective of a changing City and external pressures e.g. ongoing cost-of-living pressures (& using feedback from the Council's new Resident Perception survey);
- Ensuring engagement with residents and communities is culturally appropriate and residents are more engaged in decision-making- all fostering a greater sense of belonging, relationships and participation; and
- Continuing to maximise the role, connectivity and impact of area's social infrastructure and assets (e.g. buildings, spaces, service hubs).

## **6.0 Conclusion**

- 6.1 In conclusion, this report highlights the key strategic and operational connector and facilitator role the 3 Neighbourhood Teams play from a neighbourhood management and quality of life perspective. Officers are constantly adapting to how the city and its neighbourhoods are changing, and this flexibility will continue to focus on the 'look & feel' of places. It is also clear that Officers collaborate across the wider Council and with a range of external stakeholders, as everyone has a role to play in keeping places clean, safe and vibrant.

## **7.0 Recommendations**

The Committee is recommended to consider and comment on the information in the report.

## **8.0 Appendices**

Appendix 1 - Neighbourhood Team Locality Footprint