



MANCHESTER
CITY COUNCIL

Transformation of Neighbourhood Services Strategic Housing Partnership

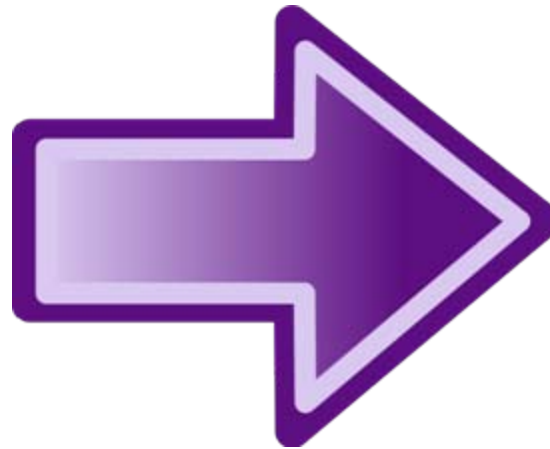
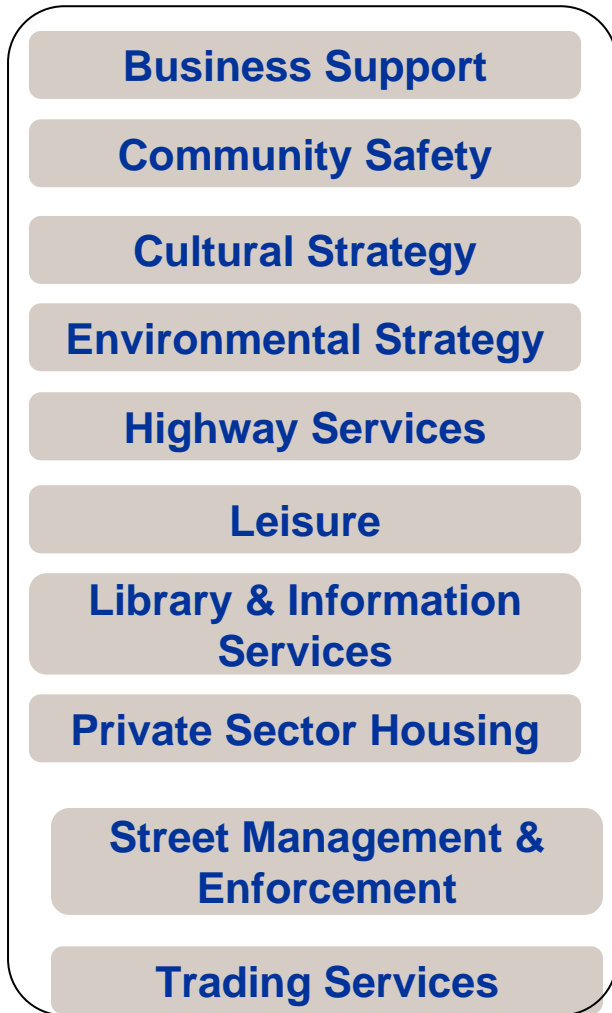
The need for change

- Budgets need to reduce - £35 million savings in 2011/2 and 2012/3 (out of net budget of £108 million)
- Need to increase efficiency and reduce duplication, particularly through delayering management
- However, this will not be enough and a more radical approach to service delivery is required
- Major opportunity to move Directorate to a more locally focussed and integrated model of service delivery

The need for change

- Opportunity to deliver the Neighbourhood Focus Strategy through:
- Service delivery at a locality and SRF area level
- Greater accountability to residents and members
- Stronger partnership working
- Meeting neighbourhood priorities through better intelligence
- One Council – Team Manchester

The NS Transformation



How we will operate across the City

- Split into 5 Strategic Regeneration Framework Areas and 13 localities with City Centre managed separately as single locality.



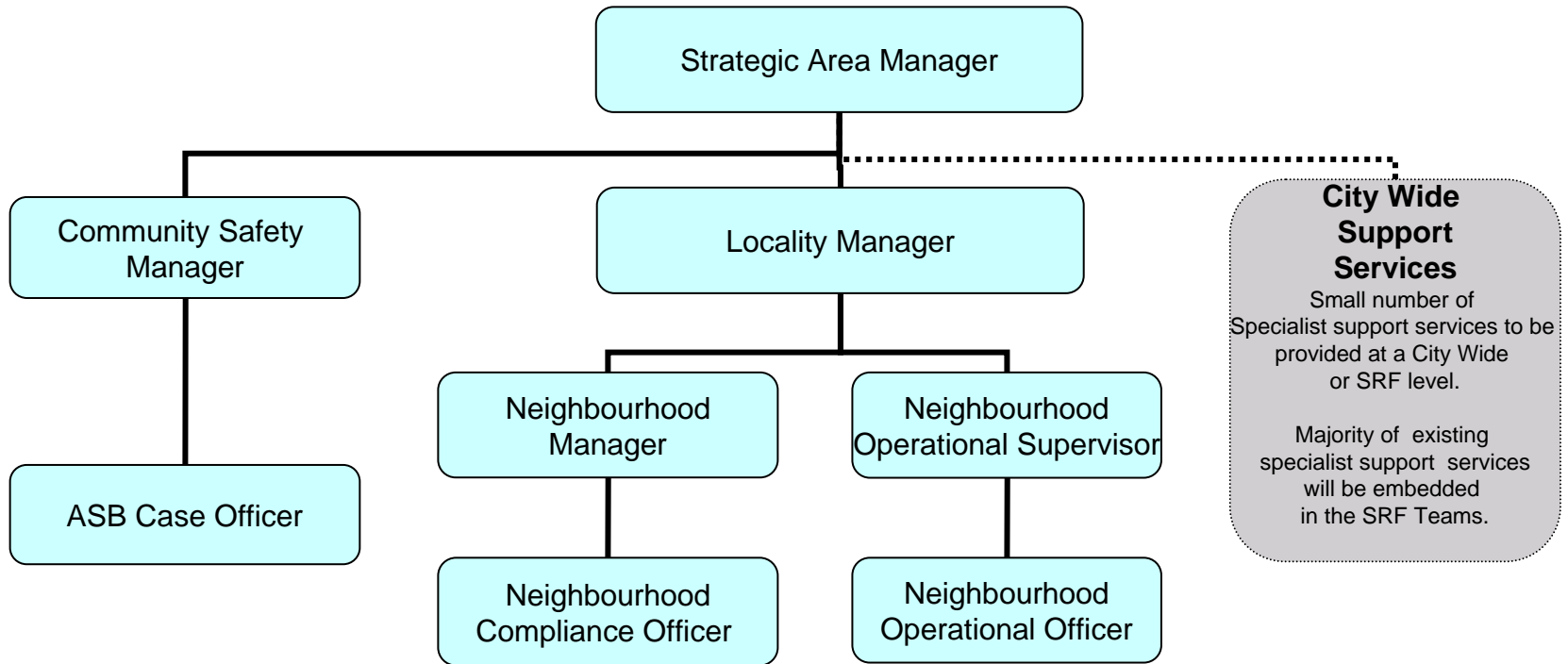
Neighbourhood Delivery Teams

- Delivering the operational and compliance activities for Neighbourhood Services, bringing together:
 - Waste & Recycling
 - Street Cleaning
 - Private Sector Housing
 - Grounds Maintenance
 - ASBAT
 - Trading Standards
 - Highways
 - Environmental Health
 - Community Safety
 - Street Environment Management

Neighbourhood Delivery Teams

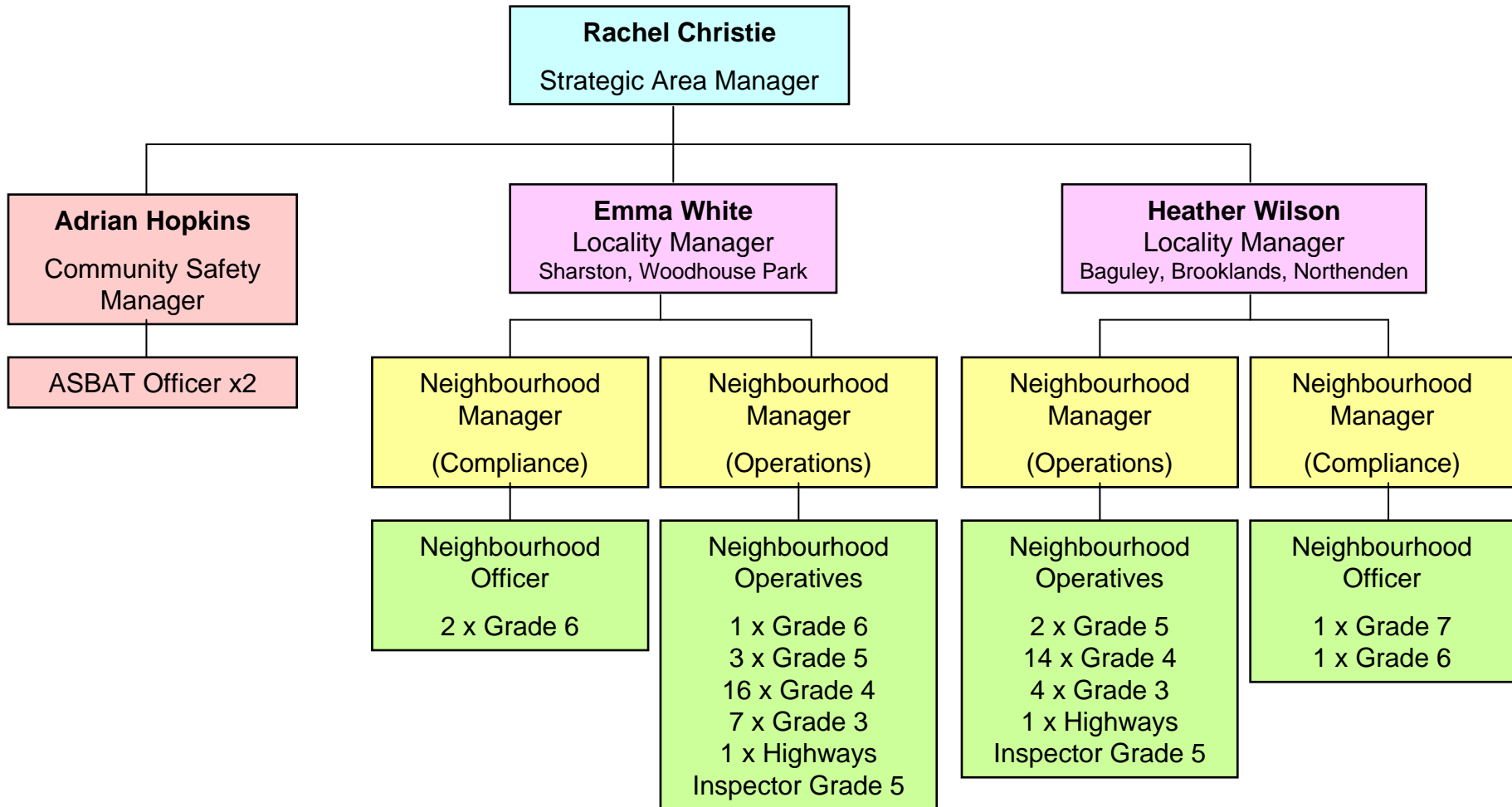
- More generic approach where specialist working isn't required
- Proactive (programmed) rather than reactive service delivery model
- Work with key partners to increase efficiency and remove duplication
- To be responsible for Community Safety activity

Neighbourhood Delivery Teams



City Wide Support Services
Small number of Specialist support services to be provided at a City Wide or SRF level.
Majority of existing specialist support services will be embedded in the SRF Teams.

NDT Wythenshawe Structure



What will change

- Proactive (programmed) rather than reactive service delivery model i.e. certain requests for service not immediately responded to but will be carried out as part of normal programmed activity
- Generic rather than specialist – No SEM/CSC
- Work with key partners to eradicate duplication – they may take over delivery of some services
- Other services will be delivered less frequently
- Being clear with the public about level of service we can deliver
- Will no longer provide certain services

What Will Change

- All requests for service to move to intelligence led/triage system
- Enquiries directed to self service where possible
- Duplication at meetings/walkabouts to be reduced and where possible removed
- All reactive work undertaken on risk based methodology, e.g. hazardous fly tipping, offensive graffiti
- Improved visibility and ownership of issues (“see it, own it”) and a one team approach

Timetable for Change

- NDT's fully operational by 1st October
- Some service changes being introduced sooner eg. Waste and recycling changes, stopping night time street cleaning
- Senior recruitment has commenced – Strategic Area Managers in place but will continue to fulfil current roles
- Staff Engagement continues to be a priority
- Wider communications plan to ensure members, partners and residents are engaged and informed

Interim Arrangements

- Immediate reduction in staffing levels due to VS/VER
- Contingency measures and cover arrangements in place e.g. interim SEM/CSC structure
- Immediate changes to how we operate to take account of staff reductions e.g. frequency of some services , new ways of working

Examples of services that we will stop delivering

- Reduce and stop in 18 months selective landlord licensing and stop landlord accreditation
- Stop investigating unroadworthy vehicle complaints
- Stop joint scrap yard and motor salvage operator inspections with the police
- Stop/significantly reduce inspections of second hand dealers
- Stop next working day fly tipping collection for non hazardous material

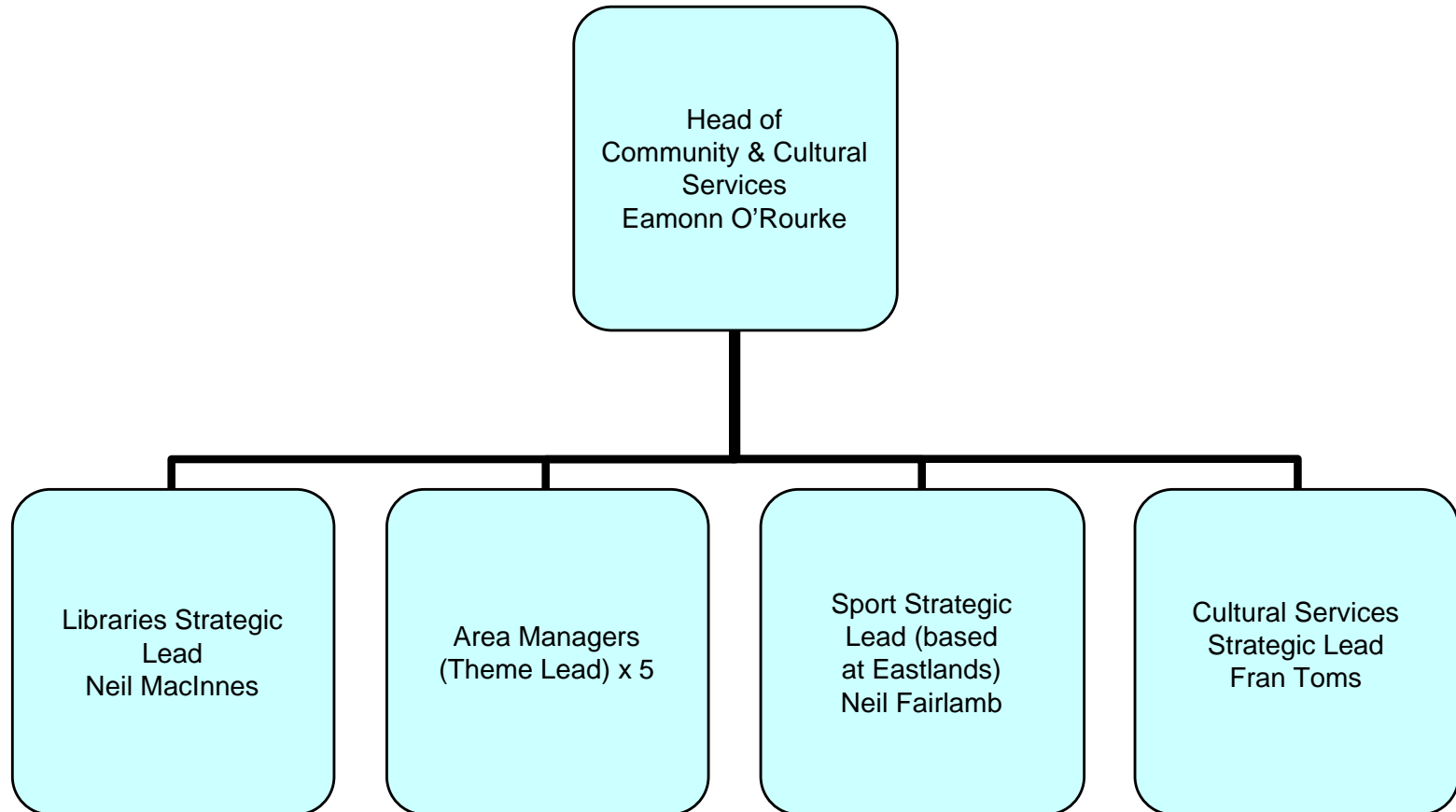
Examples of services that we will reduce in frequency

- Reduce abandoned bin and residential and commercial fly tipping investigations.
- Reduce the food safety/standards inspection programme
- Reduce frequency of passage clearance and mechanical and manual sweeping
- Reduce frequency of grass cutting
- Reduce Respect activity
- Reduce frequency of partnership business groups
- Prioritise/reduce neighbourhood nuisance activity at the local level

Community & Cultural Services

- Integrating the Libraries and Leisure offer across the city
- Culture and Galleries included more recently
- Reviewing and understanding commissioned services, e.g. Youth activities
- Community & Cultural Services delivered at a locality and SRF level to ensure a consistent minimum offer
- Citywide priorities at a citywide level – Central Library Sportcity and major sporting events
- Delivering mixed community based services, focussing on needs/services, not buildings

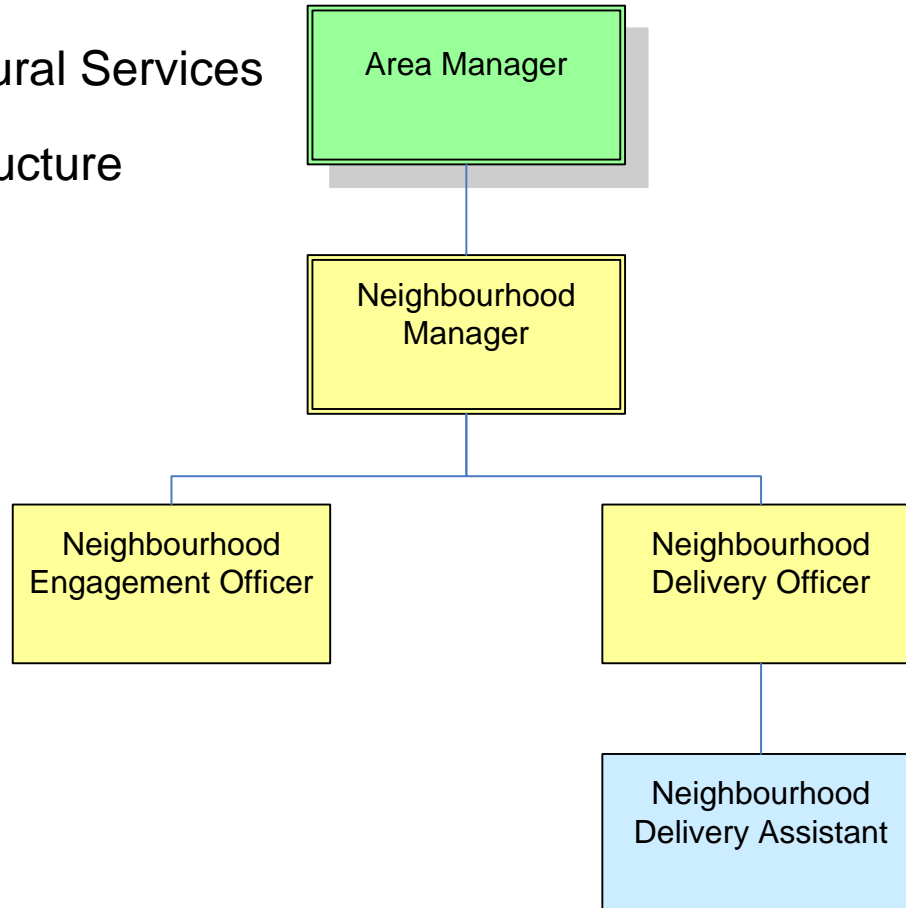
Community & Cultural Services



Community & Cultural Services

Community & Cultural Services

Proposed SRF Structure



What will change

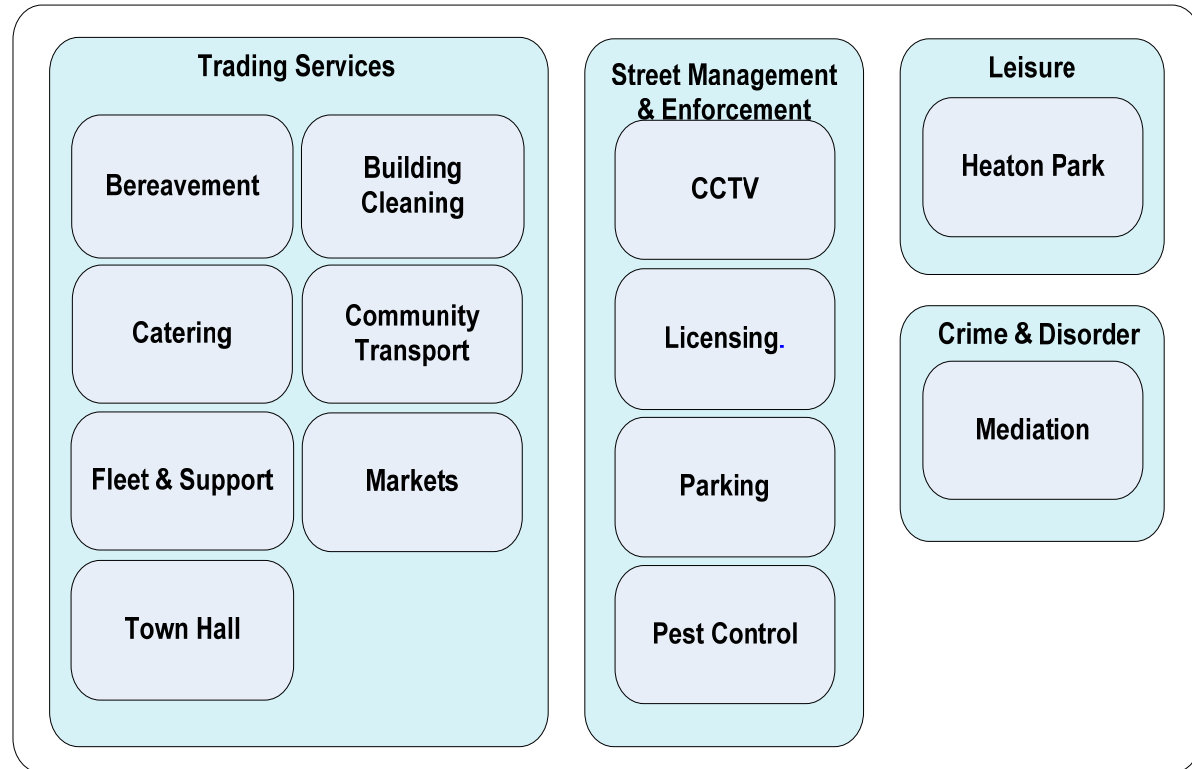
- Looking at access to libraries & leisure, in terms of distance and opening hours – integrating the offer
- Understanding the need to transfer skills and maintain partnerships/relationships
- Understanding commissioned services, eg Youth
- Encouraging greater service delivery through the web
- Implementing the Cultural Ambition Programme

What we will stop doing/reduce frequency

- Stop the Family Link Library Service
- Stop the Library Homework Support Service
- Reduce the Lifelong Library Service by 50%
- Stop provision of free sports activities to schools
- Reduce sports subsidies to non-Manchester residents
- Reduce the direct delivery of sports development activities

Business Units

- Traded Services that generate income to cover costs
- Each unit subject to individual financial review
- Management of business units to be restructured
- Greater Manchester opportunities



Community and Customer Engagement

- Continue to deliver city wide campaigns, such as community awards and bloom, but with much reduced budget.
- NDTs and CCS will take responsibility for community engagement within their own geographical area, with advice and support from the central service
- Focus on increasing community independence and volunteering
- Work closely with Regeneration to support Ward Coordination process

Opportunities and Risks

- Scale and speed of change – go live Autumn
- Need to introduce cultural change – Greater focus on neighbourhoods rather than “professional” services
- Knowledge and skill transfer required to move to more generic way of working
- Demand will not reduce so managing expectations and an effective communications strategy is critical
- Need governance structure at SRF level to include NDTs, CCS, RPs, GMP, Regen
- Setting joint priorities at SRF level but also avoiding duplication
- Opportunities to join up community engagement
- Co-location – but not a one size fits all approach
- Strong personal relationships at a local level