

Local-wise & Moss Smart Side Overview

- a) Local-wise –policy innovation in Hulme-Moss-Side-Rusholme
- b) Moss-Smart-Side pilot: capacity building for participatory urban design

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www.manchester.ac.uk/synergistics/



‘Local-wise’

launched as ‘participatory research project’ March 2023

Now in progress with continuing dialogue with MCC neighbourhoods directorate

Main platform: ‘Pathways Playbook’ supported by padlet pages.

Local-wise in progress

- Local-wise rubbish program (follows 2023 scheme)

- survey for door-to-door – could be paper / online, whichever practical
- put results on a bigger ‘problem mapping’
- (not so much ‘where’ is rubbish but ‘how & why’)
- then co-design solutions on a ‘pathway mapping’,
- then test with officers / experts
- Take forward in whatever way works
- <https://tinyurl.com/yeywjhbt>

- Local-wise capacity building - 2 main tracks

- ***Inter-service coordination***

- Coordination of existing systems
- Forming new combinations
- Feedback to central organizations
- Citizen empowerment
 - Individual self-help (health, education users)
 - Self-organized community action (cleanup, mutual aid)
 - Citizen governance systems (for new initiatives)

LOCAL-WISE: CONCEPT

GENERAL AIM:
*active links
between different
forms of
knowledge for
'local grand
challenges'*

Practical 'know-how'
Housing
Transport
Jobs
Shopping
Leisure
Money
Safety

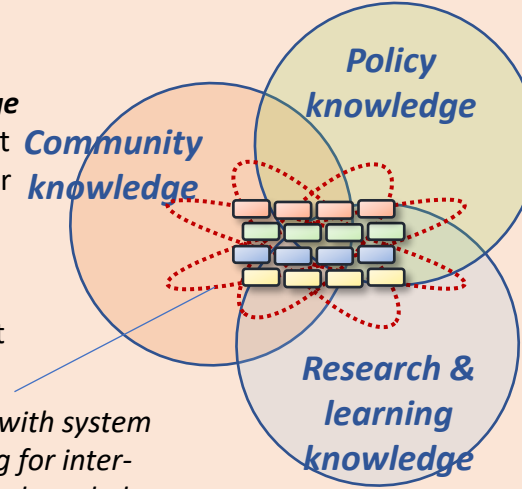


Policy 'know-how':
Housing
Transport
Health
Education
Police
Environment
Local economy

Research & learning 'know what':
Data / analysis / examples / theory / insight
Governance systems
Urban systems
Social systems
Economic systems
Environmental systems

EXAMPLE: FLY-TIPPING

Practical knowledge
Divided & transient communities under pressure.
Absent landlords
Illegal dumping:
Local environment



*Platform with system
mapping for inter-
connecting knowledge
with multiple
applications*

Policy 'know-how':
General gaps & barriers
Public sector under-funding
Public distrust & alienation
Local policing gaps
Urban defensible space gaps

Research & learning 'know what':
Socio-political-economy
Urban systems
Youth exclusion
Social disorder
Micro-locality
Circular economy

Other examples:

Fly-tipping
Cost of living crisis
Crime & security
LTN & street quality
Young persons mental health
Nature / climate emergencies



LOCAL-WISE: PADLET PLATFORM

Outline of the basic platform, with typical applications, and typical questions for 'problem / pathway mapping'

COMMUNITY APPLICATIONS

What can be done?
What works or not?
How to get results at lower cost?
Where are the controversies & conflicts?

BUSINESS APPLICATIONS

Where are the opportunities & risks
for enterprise?
What are the effects on local jobs &
business?

POLICY APPLICATIONS

What can be done?
What works or not?
How to get results at lower cost?
Where are the controversies &
conflicts?



RESEARCH APPLICATIONS

Where & who has information / insight /
relevant knowledge?
Can basic platforms link to advanced
platforms / data analysis / models?
Which are the most topical strategic
research agendas?

TEACHING APPLICATIONS

Which topics & themes are suitable for
teaching / projects?
How to connect live student projects into
their context?

Key to platform:

- Social issues - red
- Environmental - green
- Economic - blue
- Policy - yellow
- Research – purple

LOCAL-WISE: WORKSHOP SERIES IN PROGRESS

Aims:

- a) Systems mapping of the TAN challenges & activities
- b) Review of options for methods & tools to take this forward
- c) Celebrate Manchester Met CSV plan – an example of long term collaboration
- 12:15 introduction to Local-wise & the Pathway Toolkit / Pathways Playbook
- 12:25 **(A) ‘3 key issues’ - scoping:** *what are the issues / challenges for today?* we explore how partners see this area & their role in it (e.g. waste, housing, security, traffic / access, etc).

- 12:45: **(B) ‘3 key challenges’ – mapping:** *what are the problems / gaps between stakeholders, policies, projects, for each of these? (‘actors & factors’)*
- 13:05: **(C) ‘3 key opportunities / synergies’:** *what’s possible by 2030/40??* we explore ideas, visions, priorities, for this area & our role in it.
- 13:25: **(D) ‘3 key priorities / strategies’:** *what’s to be done - now / soon / later??*
We explore and design ways forward, with plans and projects.
- 1345: review & next steps



PATHWAYS PLAYBOOKS

Hulme - Moss Side - Rusholme

‘Local-wise’ Playbook

University of Manchester
& Manchester City Council

July 2024



A selection from the Pathways Playbook is shown in the following pages.

Each page shows typical questions to be addressed. There are cues for joined-up thinking, in the form of blank templates to be filled.

For meetings / workshops we can sketch templates on a flip-chart or whiteboard (online if needed). For interviews we can mark up the printouts of this file.

Sub-groups on special topics can each do a draft playbook.

When the process is done, multiple pages can be edited down to a consensus where useful, e.g.

- Planning policies & briefs
- Public services strategy
- Community activities
- Public communications

Overall a playbook does not need to be 'final' – it's more to focus discussion & communication, to be released in stages

ABOUT THE PATHWAYS PLAYBOOKS

The Pathways Playbook is a resource for anyone facing the challenges of the 21st century – climate change, social inequality, housing etc. Each of these & more call for **joined-up thinking** (a.k.a. **collective intelligence**), the learning and creative potential of organizations, services, communities.

More on www.manchester.ac.uk/synergistics/toolkit/

USING THE PLAYBOOK – GENERAL INSTRUCTIONS

- *For your project, select the pages from this powerpoint file which are most relevant, and delete the others. Save with the project name.*
- *Insert any relevant graphics, maps, links, materials etc, for your project background*
- *Make printed hard copies for participants or put online with links.*
- *Mark up on these copies in groups (googledoc format is also possible for remote working): and from these the project editors / coordinators can assemble a finished version.*
- *(A fully online version is in development, but so far it seems low-tech methods are more suited for complex problems.*

Contents

HMSR / Local-wise
orientation & overview

1. Challenges

2. Futures

3. Visions

4. Pathways

The workshop follows a selection of the key steps in the Pathways Toolkit. The main process is group discussion, with flipchart notes. We run a padlet in the background for other comments. Interviews can follow up in depth where needed.

Contents include:

- (Orientations & context).

1) CHALLENGES

- 1a: Challenges: 'place mapping'
- 1b: Challenges: 'crystal ball' mapping
- 1c: Challenges: 'round table' mapping

2) FUTURES

- 2a) Futures: 'crystal ball'

3) LOCAL VISION

- 3a: Local-vision: 'place mapping'
- 3b: Local-vision: 'crystal ball'
- 3d: Local-vision: 'round table mapping'

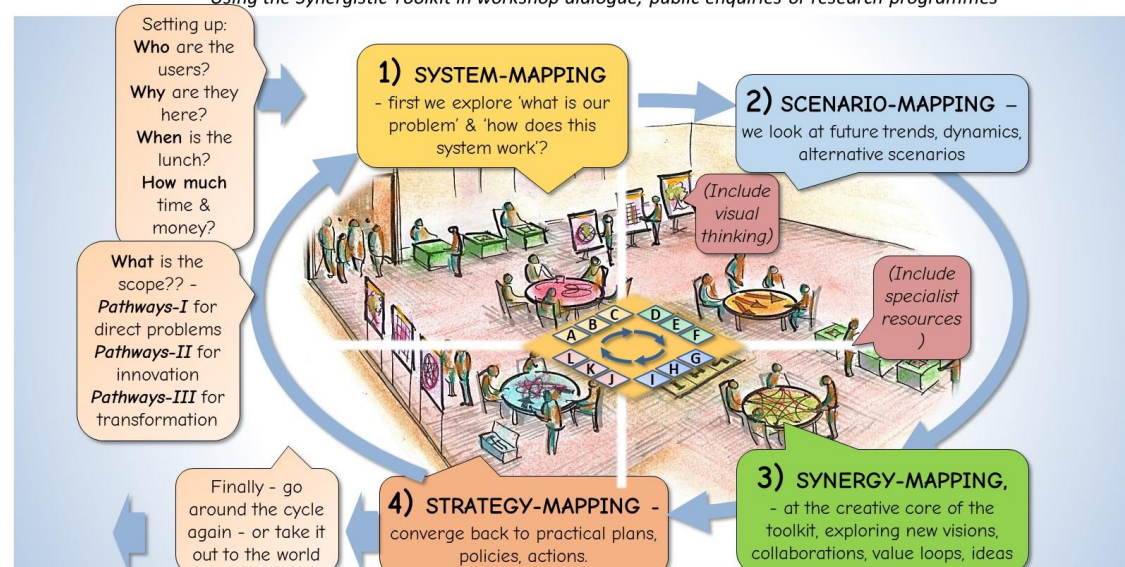
4) PATHWAYS

- 4a: Local-vision: pathway mapping

Conclusions & next steps.

PATHWAYS TOOLKIT - PROCESS

Using the Synergistic Toolkit in workshop dialogue, public enquiries or research programmes

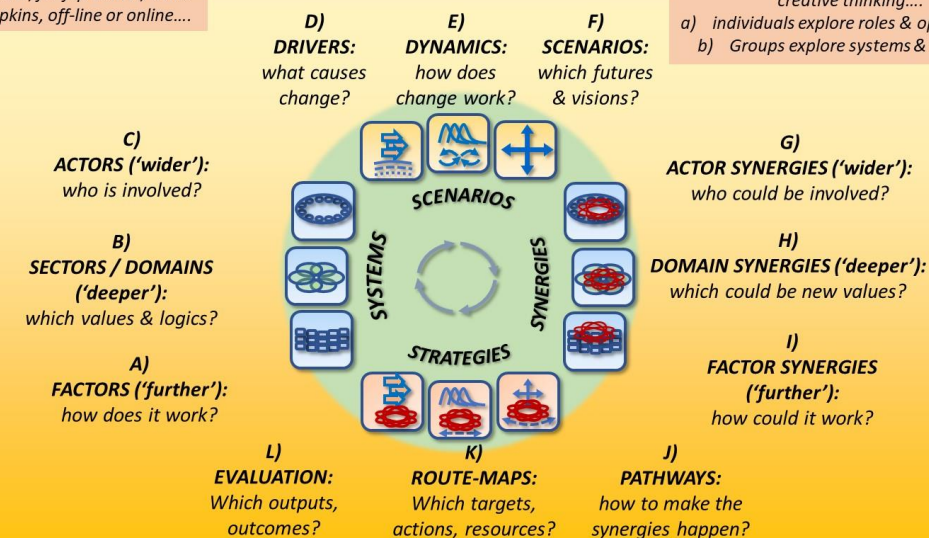


PATHWAYS TOOLKIT - TEMPLATES

Each of the stages & steps has a visual template, for flip-charts, whiteboards, napkins, off-line or online....

Each step has typical questions to open up creative thinking....

- a) individuals explore roles & opportunities
- b) Groups explore systems & synergies



HMSR – orientation



HMSR 'Team around the Neighbourhood' - OVERVIEW

- **Priority 1: young people**
 - (a) sense of place
 - (b) serious youth violence

- **Priority 2: the environment**
 - (c) waste management,
 - (d) safety
 - (e) people's experiences when moving around the space
 - (f) climate change/nature emergency

Working groups

Building Stronger Communities Together (BSCT) pilot Moss Side

This work aims to bring together young people from different backgrounds using a variety of approaches to understand their sense of place in Moss Side. These findings will help shape investment and work in Moss Side with young people over the next 10 years.

TAN Membership includes (co-ordinator in bold):

- **Patrick Hanfling**, MCC
- Chris Pandolfo, MCC
- Patsy Williams, MCC
- Daniel Robinson MCC
- Mustafa Hussan MCC

Active Travel

The group will collaboratively work together and other TAN members, across the next 5 years. This work will focus on developing an evidence base through research and community engagement of how residents move around HMSR when they walk, cycle and wheel. This will then be used to inform the creation of a short-, medium- and long-term plan for enabling active travel within HMSR.

TAN membership includes (co-ordinator in bold):

- **Patrick Hanfling** (MCC)
- Josie Sykes (Mcr Met)
- Kat Brown (Bruntwood)
- Mags Bradbury

Serious youth violence intervention Moss Side.

This focusses on developing workshops in community settings with young people and statutory and VCSE organisations that work with young people. The purpose is to see where things may need improving and to feed into the adult session what young people are saying.

TAN membership includes (co-ordinator in bold)

- **Lisa Davenport** (CEO Powerhouse)
- John Egerton (NHS LCO)
- Stephanie Williams/Tracey Ferguson-Black (MSV)
- Mustafa Hassan (MCC)
- Chris Pandolfo (MCC)
- Patsy Williams (MCC)

Developing the voice of young people in HMSR

This work focusses on bringing young people from different backgrounds and areas in HMSR to share their lived experience of the neighbourhoods. A key part of this is contributing to the wider central neighbourhoods youth forum. However it also involves targeted neighbourhood work. For example work in Barracks and Hulme Park with young people (Hulme) and bringing ethnically diverse young people to participate in sports (Rusholme).

TAN membership includes (co-ordinator in bold)

- **Daniel Robinson** (MCC)
- Mustafa Hassan (MCC)

- which are the biggest challenges / problems / priorities in your view?
- where are they located?

(mark these on the map and/or chart on next page): (this list is a starter – feel free to add more): -

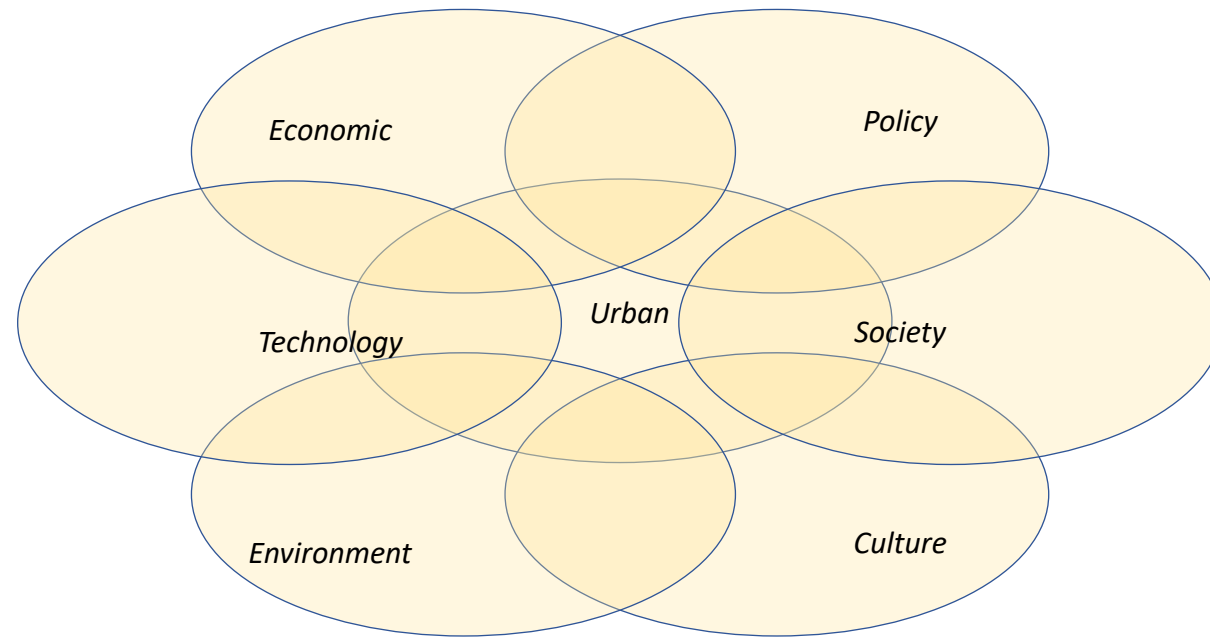
- **Streets:** security, lighting, liveability, feeling of safety?
- **Traffic:** congestion, noise, pollution, road safety?
- **Social issues:** anti-social behaviour, social groups, privatization, exclusion?
- **Environment:** air pollution, fly-tipping / litter, wildlife, greenspace, climate, other?
- **Urban issues:** public space, local centres & shopping, public services, cultural features, quality of life?
- **Any other issues?**
-



- which are the biggest problems / priorities in your view?
- What kind of problems & which sectors / domains?

(mark these on the map and/or chart on next page): (this list is a starter – feel free to add more): -

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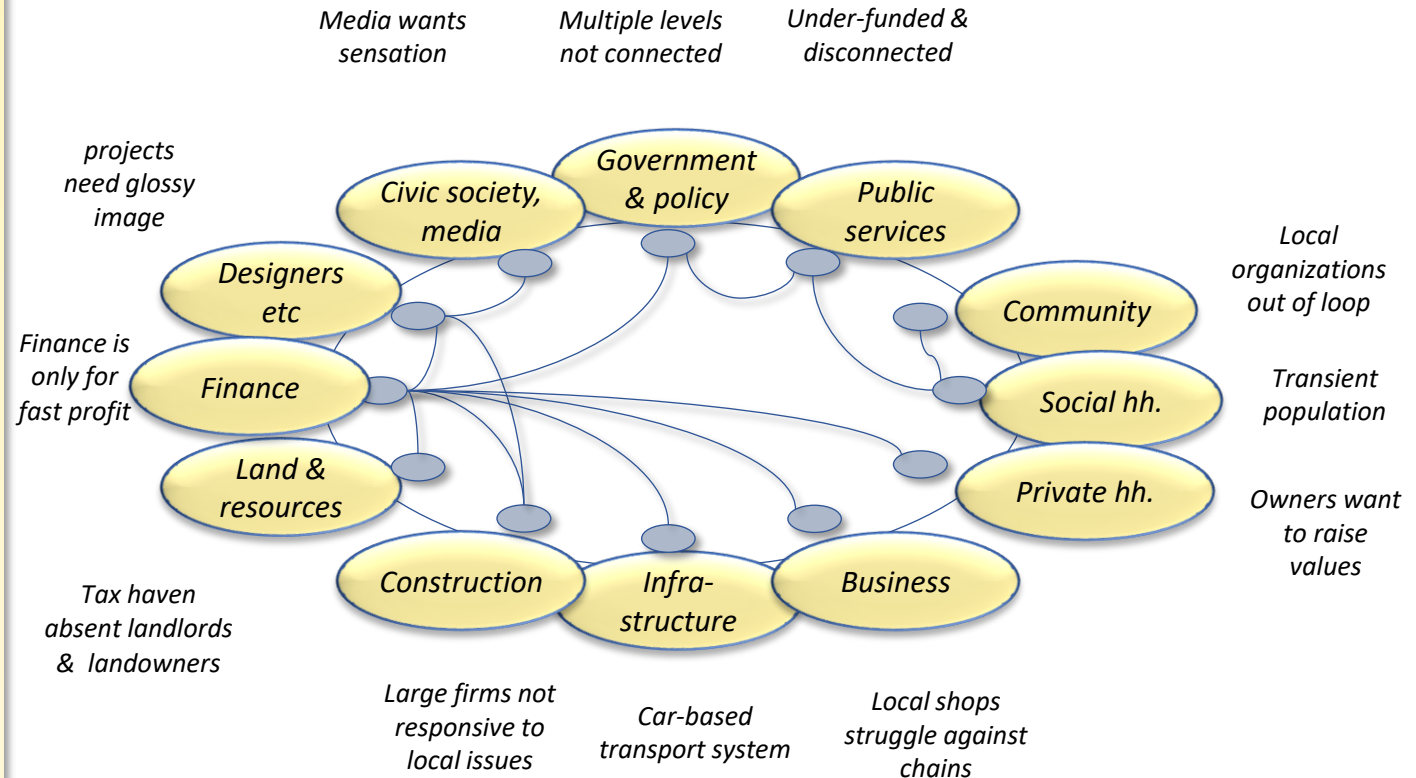
Step 1c: Challenges: 'round table' mapping

This step envisions all the key stakeholders in the area around a table.

- Who are the key players / stakeholders here, in your view?
- What are their actions & relations (negative and/or positive)?

mark these on the chart: (this list is a starter – feel free to add more): -

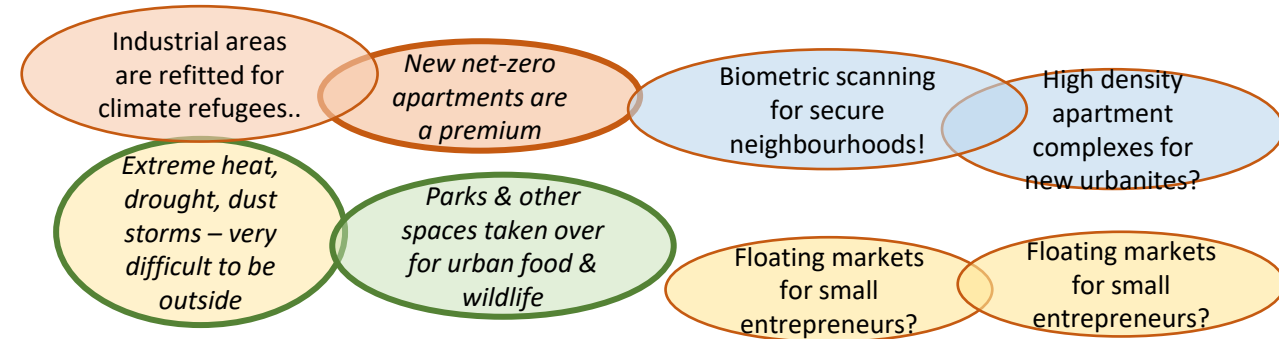
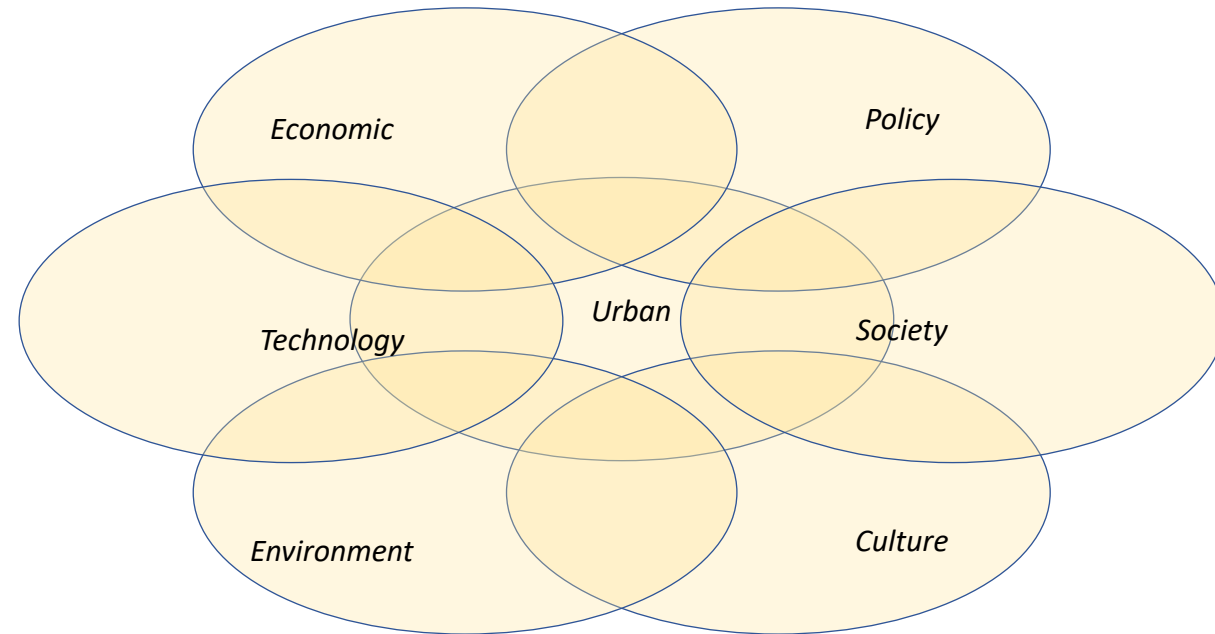
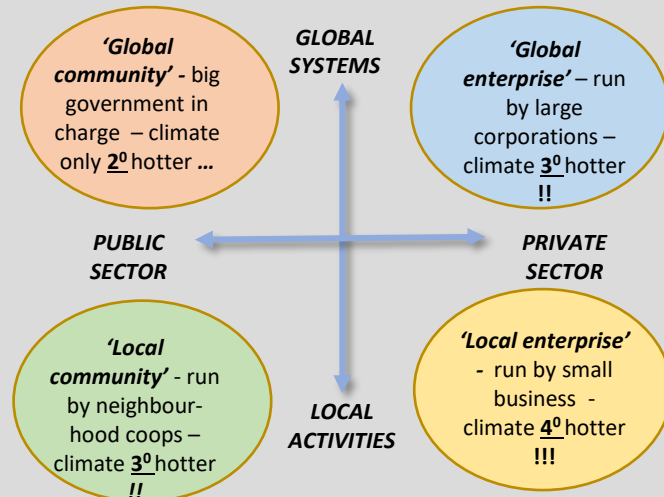
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Step 2a: futures – ‘crystal ball’ mapping

How might this place look in 10-20-40 years?
 – which are the top 3-5 biggest changes –
 negative and/or positive – we can expect?
 For this we borrow the GM futures thinking
 of www.gm2040.com: along with some
 updated climate change projections.
 Some likely climate impacts & issues are
 suggested on the map (*in italics, colour
 coded*), with other social / economic issues
 First, below is the GM2040 ‘map of
 alternative futures’ ...

GM2040 alternative futures map



Step 3a) 'Local vision' place-mapping

For the top 3-5 priority ideas / visions - where would they be?

Here is a starter list – needs your inputs):

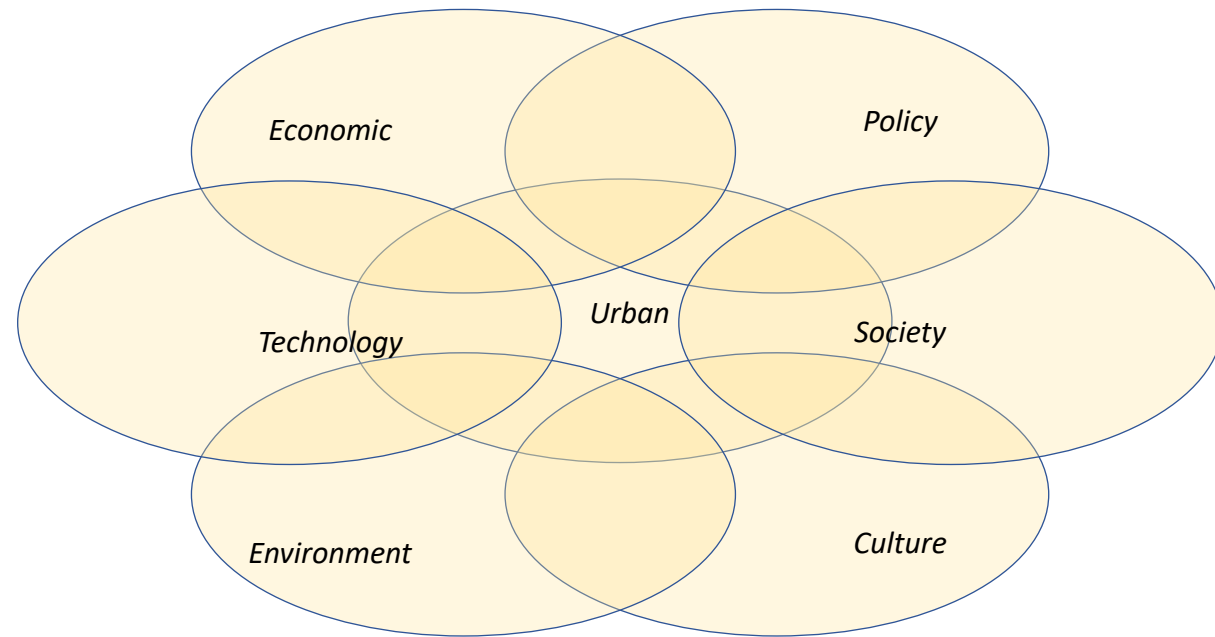
- **Social space & facilities:** 'people first', kids play-space, sitting / meeting space, non-commercial space, independent shops etc;
- **Local space / urban design:** ground zone spaces, real local centres with shopping / other focal points, liveable streets, water access;
- **Access & transport:** priority for pedestrians, better cycle routes / public transport links, more accessible;
- **Greenspace & water:** quality green space, ecology areas, creative water activities, water sports etc.
- **Economy & enterprise:** media /tech jobs for everyone: showcasing the local creative: open air events & activities for all
- **Other...**



For the top 3-5 priority ideas / visions – what would they be?

Here is a starter list – needs your inputs):

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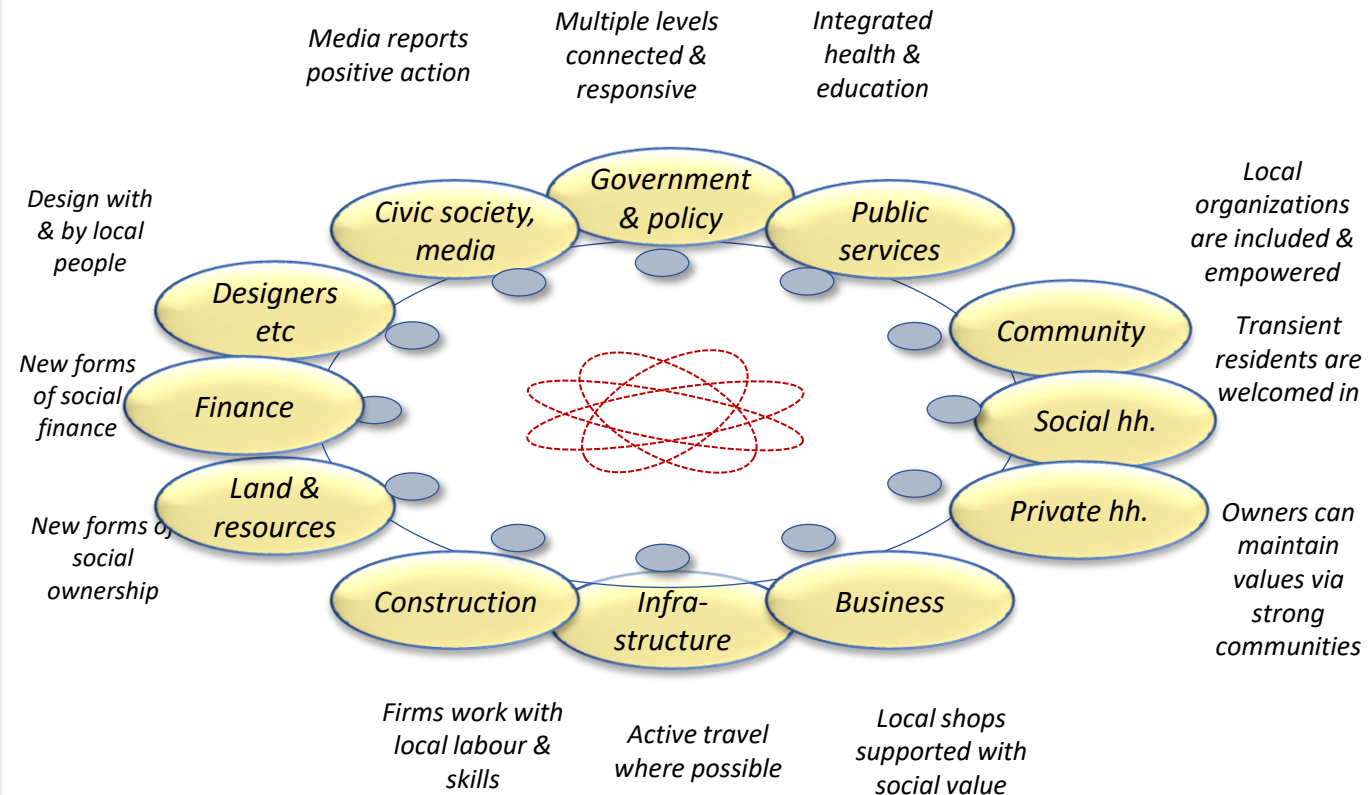


To make your ideas work, who should do what? Again we picture the key stakeholders around a table – this time we're looking for synergies, collaborations, local opportunities.

- Who are the key players in making your ideas work, in your view?
- Which new kinds of synergy & collaboration are needed?

Here is a starter list – needs your inputs):

- **Social space & facilities:** 'people first', kids play-space, sitting / meeting space, non-commercial space, independent shops etc;
- **Local space / urban design:** ground zone spaces, real local centres with shopping / other focal points, liveable streets, water access;
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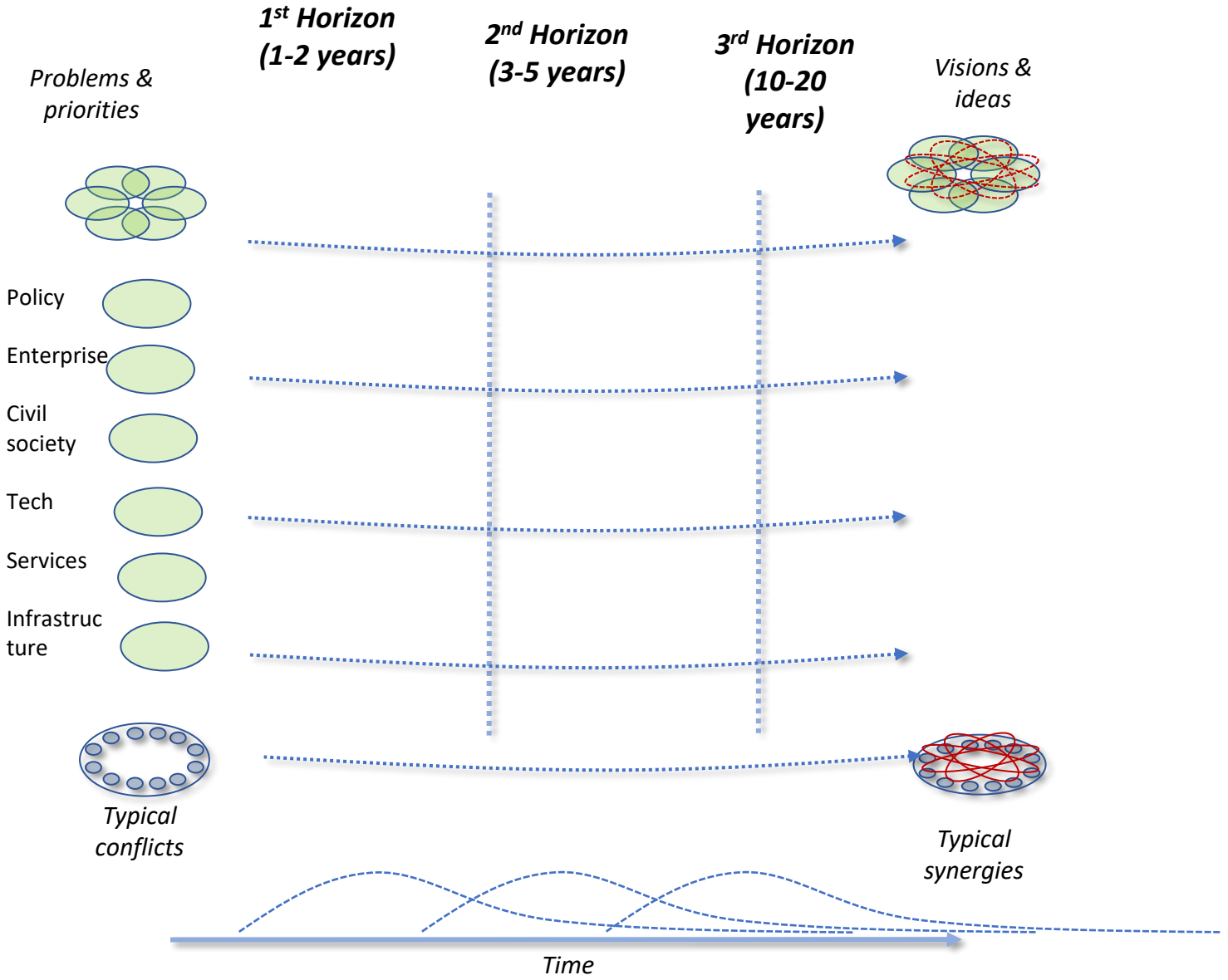
Step 4a: 'Local vision' pathway mapping

To make these ideas work, who should do what?

- Who are the key players:
- What resources are needed?
- what happens now, soon, later?

The notes shown are a starter list from Salford – needs the local input.

- **Policy:**
- **Enterprise**
- **Civil society**
- **Tech**
- **Services**
- **Infrastructure**



Follow up tools & platform options

PLAYBOOKS: can be adapted to almost any issue, by selecting just the pages needed, and inserting the case study materials needed (pictures, stories, maps, links etc). This can be printed out for F2F discussion, or mounted online for virtual meetings. (see [Toolkit - Playbooks](#))

PADLET – good for quick notes, accessible to the public by laptop / tablet / phone: results can be exported for analysis & mapping. The spatial map function is good for integration with padlet notes, can access by mobile but only by address. (requires almost no digital skills). Can also work in project management mode, however inter-operability of different layers is not easy.

MURAL / MIRO WHITEBOARDS – good for larger online workspaces and longer time spans, where participants can build some know-how, and can work in detail with templates (requires basic digital skills) . **KUMU** – good for more analytical mapping of systems, networks, projects etc (medium digital expertise)..

Common-place & similar systems – powerful but highly structured & costly

Project management systems e.g. PowerBI – more suited to corporate planning of large complex projects

GOOGLE SHEETS – good for tracking & updating information on spreadsheet with input by online form (requires low-medium digital skills). (we are testing the export of meeting / map notes from Padlet into google-sheets & then Kumu, for interpretation / system analysis)

Firstly – a big thanks for your contributions...

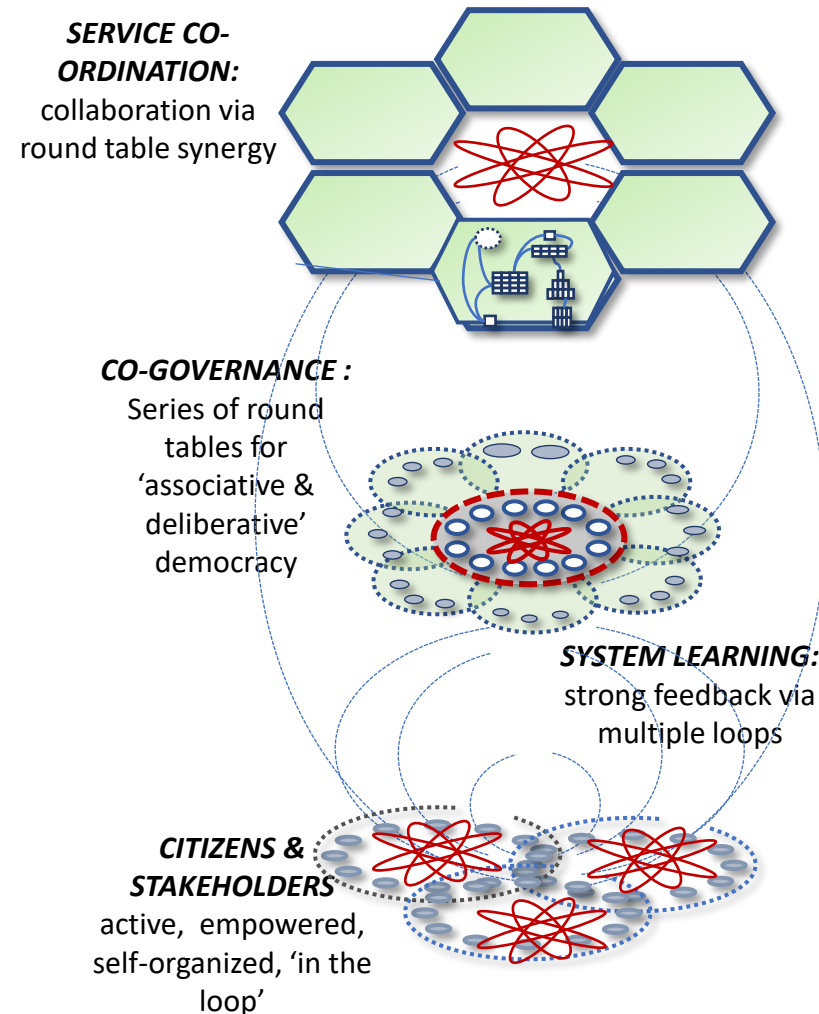
The HMSR team around the neighbourhood aims to make a real difference to the future of this area.

The Local-wise pilot looks for new ways to manage coordination, synergy & empowerment of citizens & 'collective local intelligence'. Overall this aims to show a new way of doing local issues – one that puts the people at the centre, with practical pathways for getting what they need.

Questions:

- Anything important that we missed?
- Any thoughts & advice on the next steps?
- Any final comments on this method & how it works?

Meanwhile.... a bigger picture, or at least bigger options, emerging here or there: the main agenda is how to design organizations & services to enable (a) synergy (b) empowerment



a) Inter-service coordination

- Coordination of existing systems
- Forming new combinations
- Feedback to higher levels & centre

b) Citizen empowerment

- Individual self-help (health, education users)
- Self-organized community action (cleanup, mutual aid)
- Citizen governance systems (for new initiatives)

‘Moss-Smart-Side’

Moss Smart Side

Background - strategic agenda of MUI on urban innovation (i.e. *'collective local intelligence'*).

- 'Place-making' innovation in local accessibility mapping & design.
- Social innovation in mobilizing the creative ideas of social groups.
- Governance innovation on complex problem & partnership management.
- This all combines in the idea of *'collective local intelligence'* – basically, the capacity for communication and cooperation, with -
 - **Wider** community of residents & stakeholders, beyond the usual elites
 - **Deeper** layers of value, beyond narrow economic gain
 - **Further** horizons of change, beyond short term problem-fixing

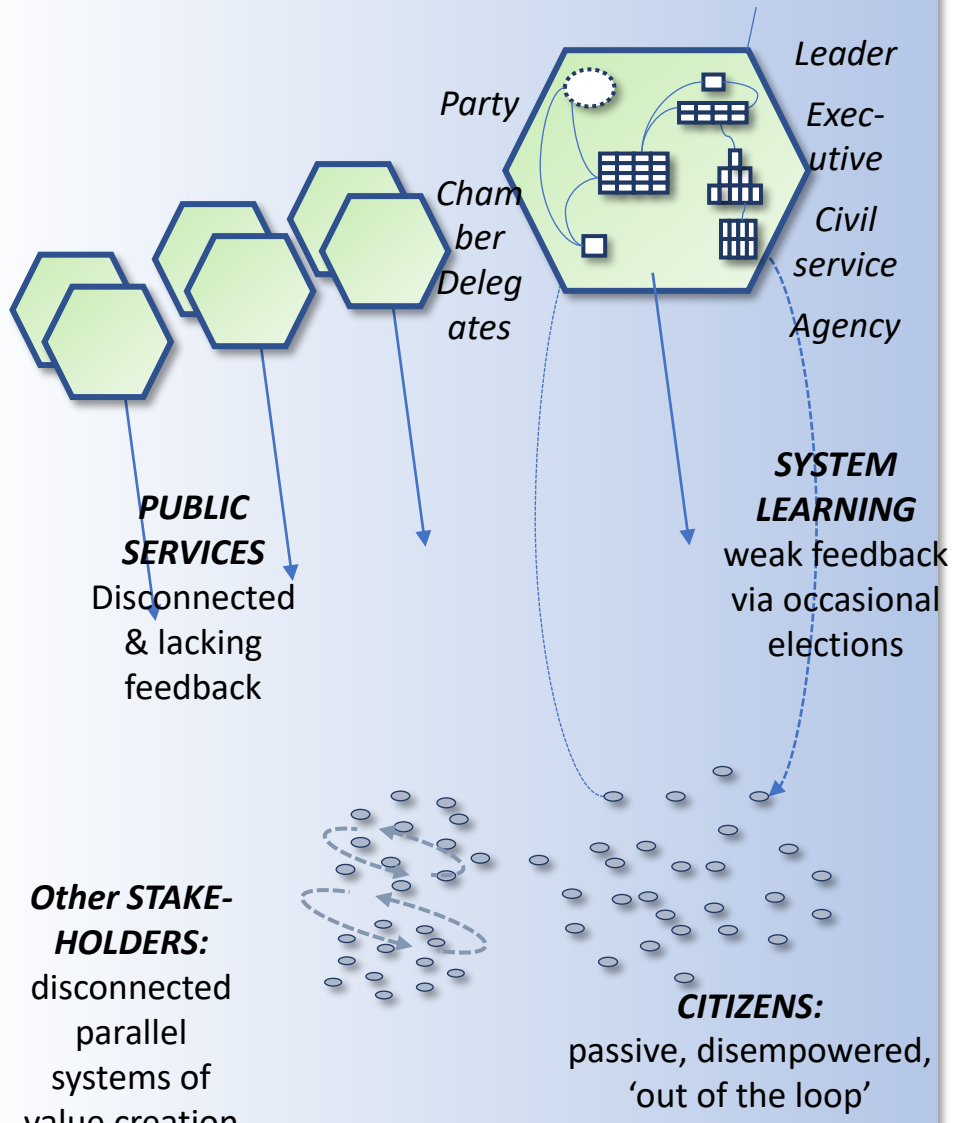
- MSS aims to contribute to the Moss Side 10-year community plan, with the Pathways Toolkit.
- includes for advanced transport solutions from the expertise of Steer, Amey and Buro Happold.
- It works alongside the parallel project ***Geo-design Hub***, a platform for urban design participation.
- Geo-design hub provides practical geo-located ideas for improvement
- MSS then provides capacity building for policy-makers & stakeholders, to turn ideas into realities

Local co-governance pathways

Mapping the transition: from top down 'government', to multi-level 'collaborative governance'

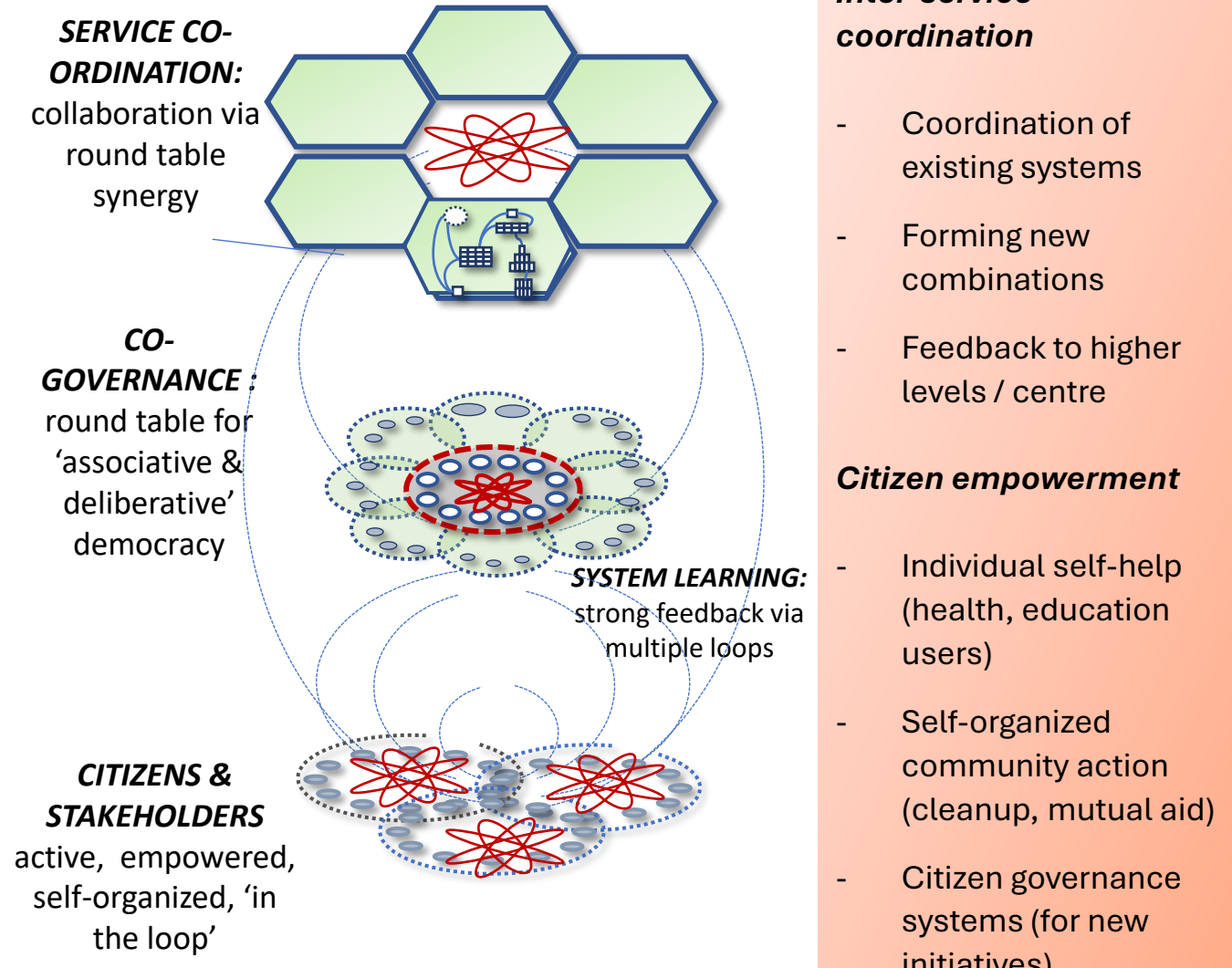
TOP-DOWN 'LOCAL GOVERNMENT'

Syndromes of disconnected government & alienated public



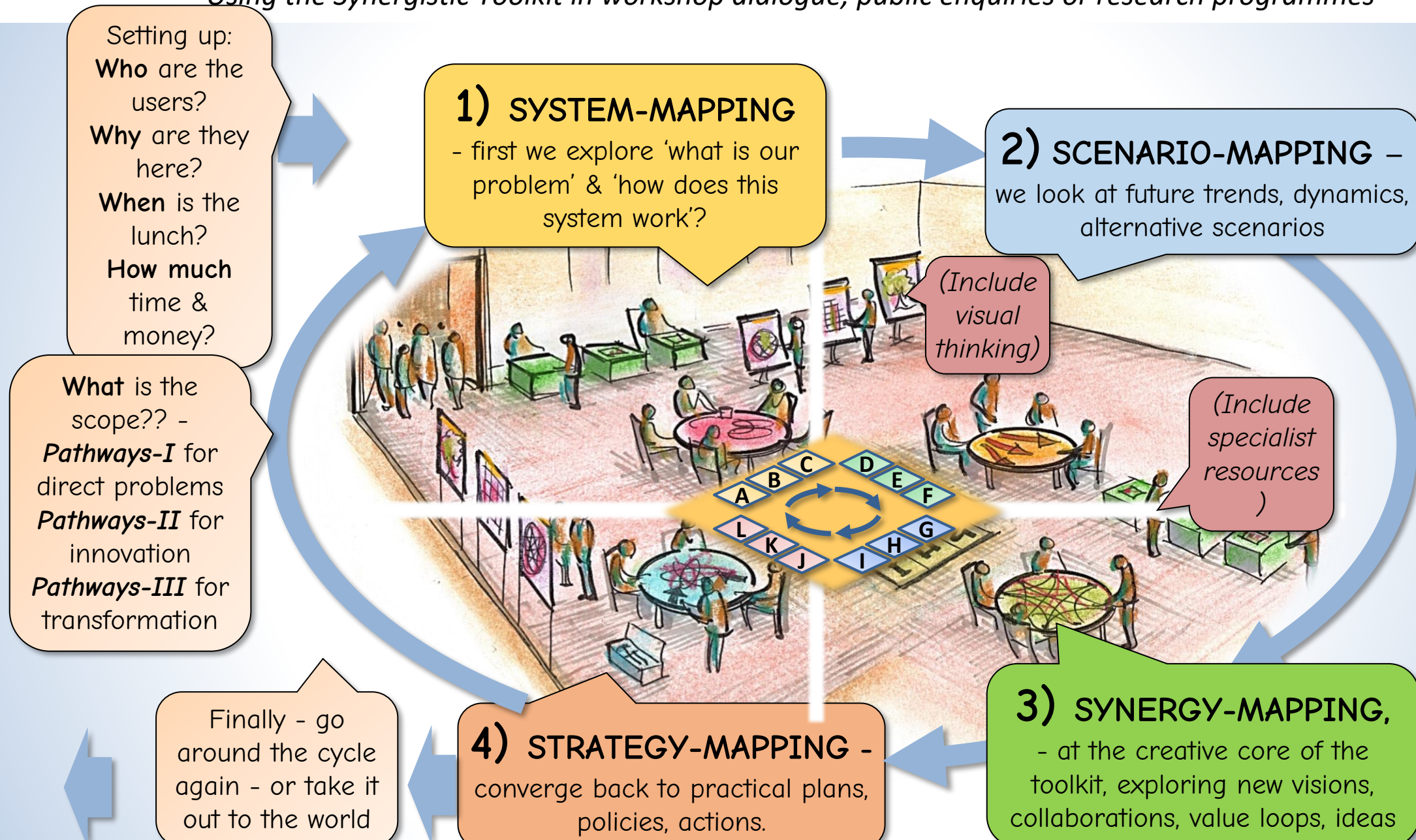
MULTI-LEVEL 'CO-GOVERNANCE'

Synergies of multi-level round tables with strong feedback



PATHWAYS TOOLKIT & PROCESS MODEL

Using the Synergistic Toolkit in workshop dialogue, public enquiries or research programmes

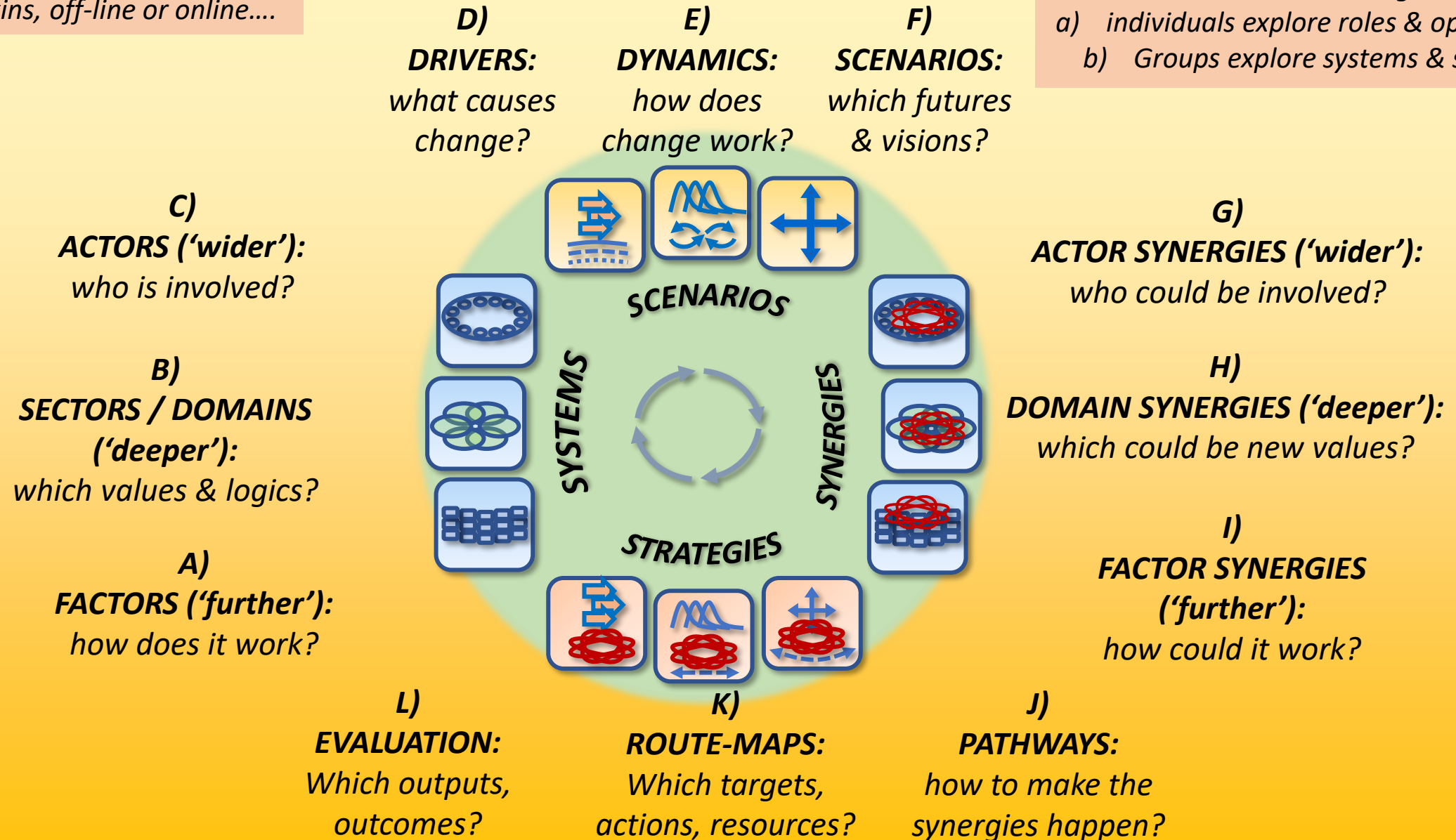


PATHWAYS TOOLKIT - TEMPLATES

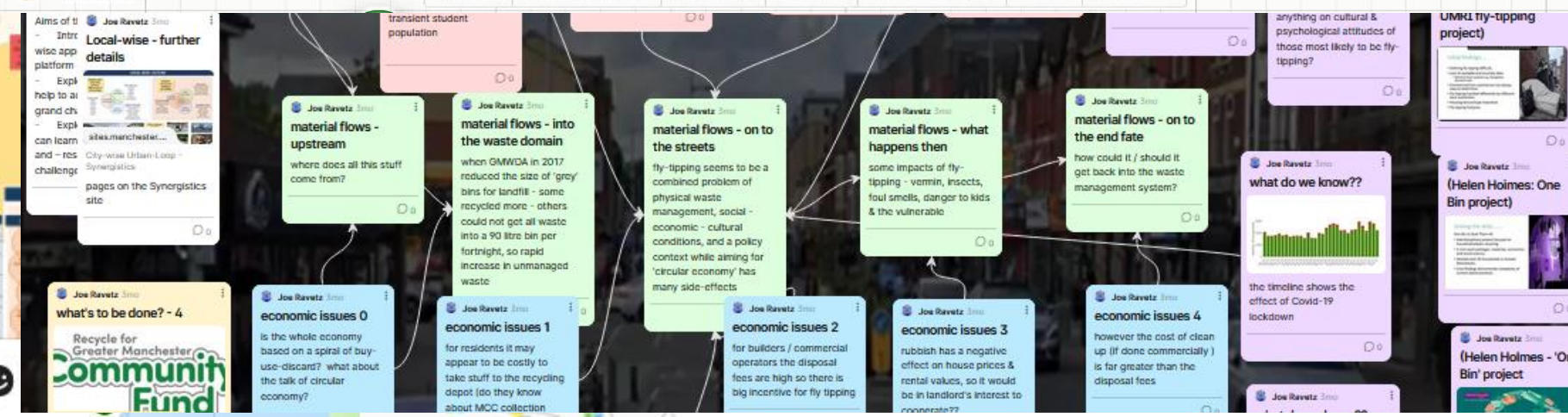
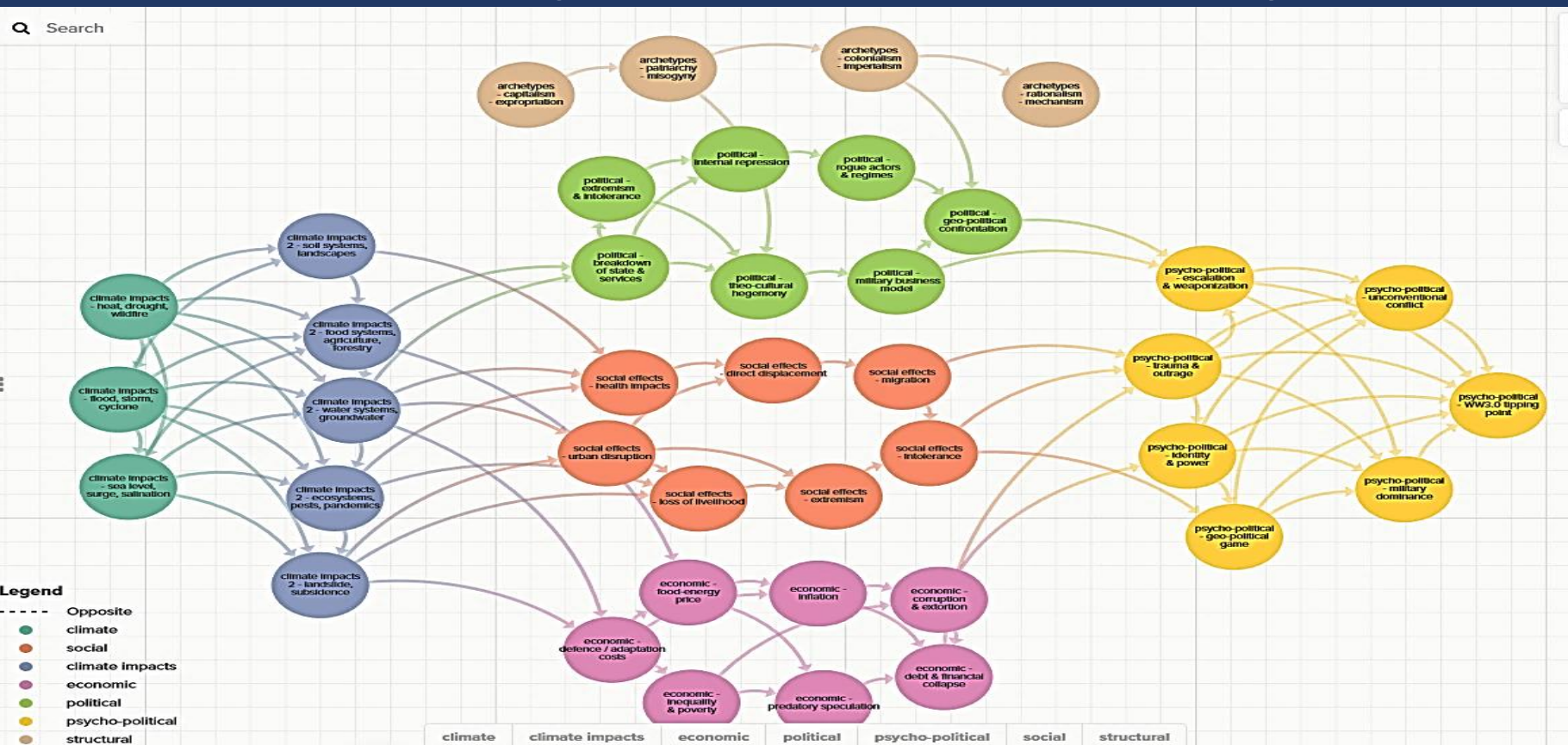
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PATHWAYS TOOLKIT PLATFORMS: (MURAL – PADLET – KUMU)



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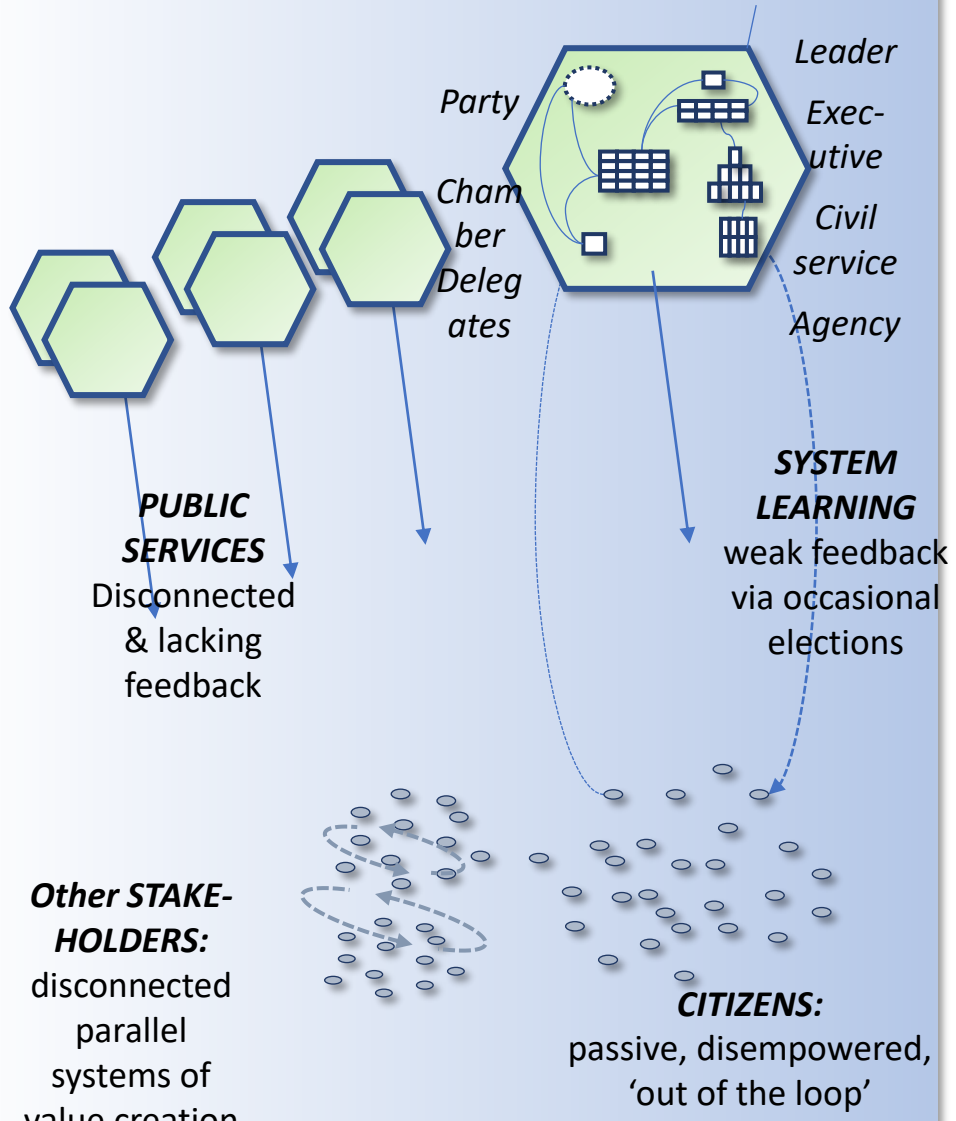
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LOCAL CO-GOVERNANCE PATHWAYS

Mapping the transition: from top down 'government', to multi-level 'collaborative governance'

TOP-DOWN 'LOCAL GOVERNMENT'

Syndromes of disconnected government & alienated public



MULTI-LEVEL 'CO-GOVERNANCE'

Synergies of multi-level round tables with strong feedback

