

**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 7 September 2017

Subject: Our Manchester Programme Update

Report of: Deputy Chief Executive (Growth & Neighbourhoods)

Summary

This report is to update members on the development of the Our Manchester approach at a local level, including how the council is engaging with communities and developing work in local areas.

Recommendations

None

Wards Affected: All

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Background documents (available for public inspection):

None

1.0 Introduction

1.1 This report provides an update on the development of the Our Manchester approach at a local and community level, and a broader overview of some of the other activity that is taking place in the broader programme.

2.0 Background

2.1 The Our Manchester Strategy sets out the vision for Manchester to be in the top flight of world-class cities by 2025. In recognition of the fact that a radically different approach to deliver public services is required to deliver the ambitions of the strategy, the Our Manchester Approach has been co-designed with a wide range of stakeholder. The purpose of the approach sets out how we will deliver the Our Manchester strategy and is underpinned by a set of principles and behaviours that represent a significant change to the way Manchester's public services will work with residents, partners and the workforce to deliver the Our Manchester Strategy.



Figure 1 Our Manchester Principles

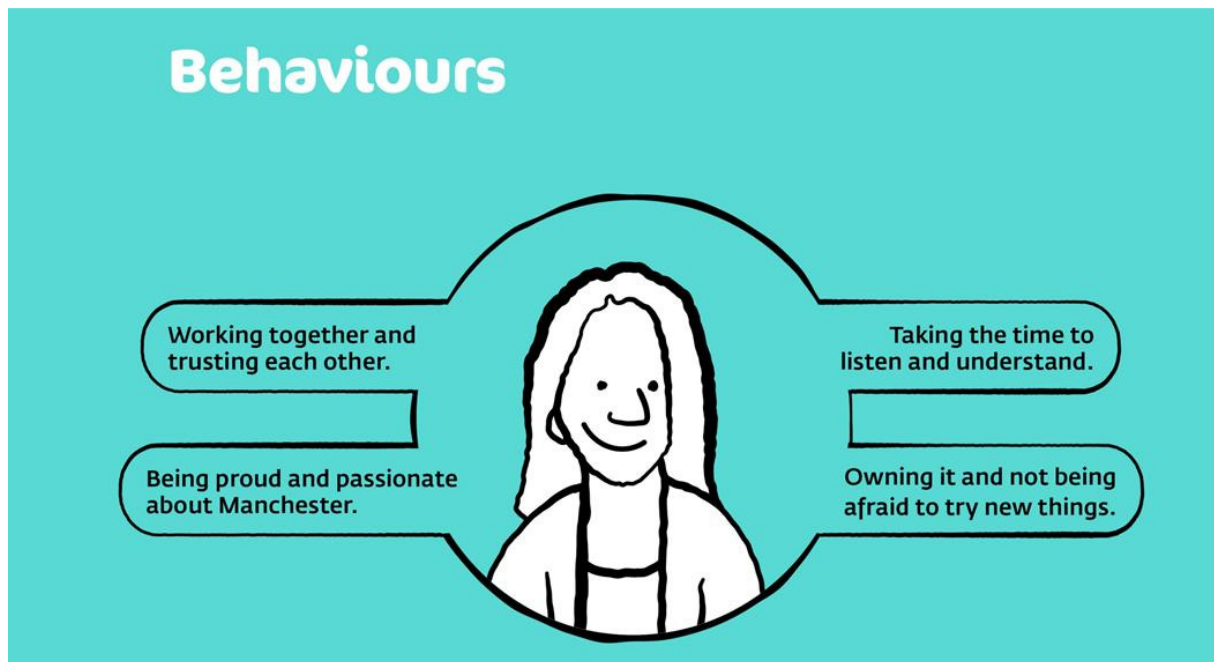


Figure 2 Our Manchester Behaviours

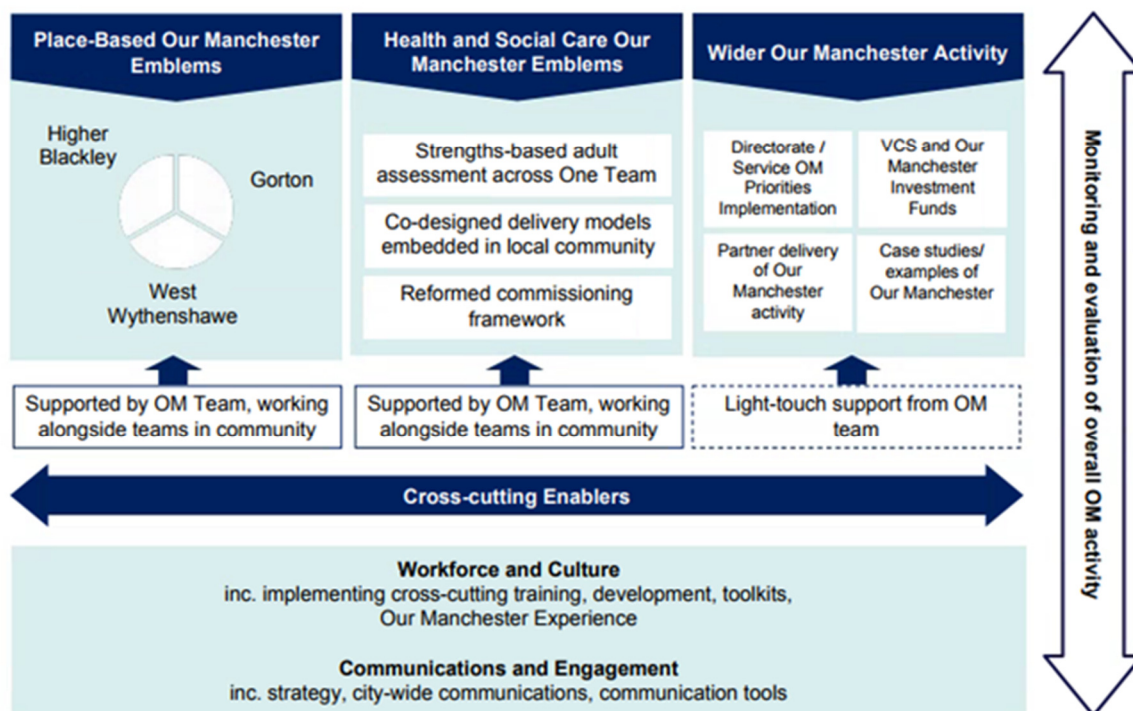
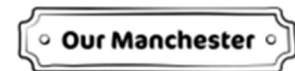
2.2 Instead of reacting and focusing first on what's wrong and what's needed in an individual's life, family or street, the Our Manchester approach looks to:

- Develop happier, healthier and wealthier people making a good life for themselves and their family with the support of those around them.
- Build a different relationship with our residents and our communities which also means a different approach to engagement; engagement that is sustainable and driven by our communities
- Be proactive and creative, focusing on people's or a community's strengths and opportunities. An Our Manchester approach asks: how can **you** make things different and what could **you** do to make things better?
- Work in partnership with local people and organisations developing new answers to business-as-usual public services.
- Create growth in our community assets whilst supporting existing voluntary infrastructures

2.3 The Our Manchester Approach is now part way through the first year of the Delivery Plan. This plan set out the programme of activity for the next 12 months in embedding Our Manchester recognising that the last 12 months have focussed on the co-design and development of the principles and behaviours.

2.4 The Delivery Plan (developed with partner organisations) sets out three key areas; Place Based Approach, Health and Social Care Our Manchester and Wider Activity. These are supported by what is referred to as the enablers; Workforce and Culture, and Comms and Engagement. This forms the basis for what the city will monitor and evaluate for the Our Manchester approach.

Delivery Plan Overview



3.0 Place Based Approach

3.1 The development of this plan recognised a need for a number of place-based programmes of activity focused on how to embed Our Manchester approaches throughout a 'whole' area. These programmes need to bring together a number of people and place-based services to rethink their current approach to service delivery and to consider what a different, more collaborative and strengths based approach could look like. This will involve shifting from reactive services towards more proactive ways of working with communities.

3.2 In order to create and embed community-driven solutions that are feasible and sustainable, this way of working will require the involvement of all public and voluntary organisations related to the area, private organisations where appropriate, and most importantly our residents and members. The placed –based objectives are to:

- a) Reduce demand and dependency on services
- b) Develop different ways of engaging communities, based on what matters to people, growth of community assets and co-designing solutions
- c) Support all workforces, services and members to implement and embed Our Manchester ways of working

3.3 This work will also support wider public services to provide place leadership and facilitate access to broader service provision. Universal services are best placed to identify the need for, and lead coordination of services, acting as an anchor institutions for the wider offer. These universal services already help many people to help themselves, or find support from the groups and networks that already exist in

an area. For those people with more complex needs who need more intensive support, universal services need easy ways to connect those people into other services, including the neighbourhood workforces for early help, integrated neighbourhood management, and health and social care integration.

3.4 The three initial areas for this work were identified as Higher Blackley, Gorton and West Wythenshawe. Consideration is being given to the rationale for the roll-out to further areas across the city as this work progresses. A framework has been developed to help guide activity through each of the areas as activities and outcomes will be different. Some initial engagement work has taken place over the last few months which has seen a multi-agency approach to activity such as:

- door-knocking in Gorton to understand what matters to local residents,
- a stakeholder engagement event in West Wythenshawe which provided a prime opportunity for stakeholders of the area to understand Our Manchester and begin a mapping exercise that will be continued with residents. These partners also have begun to think about what services they offer and what a different approach might look like, however this needs to be alongside a range of localised community/resident engagement opportunities that will get to the heart of what matters to them,
- strength-based conversation training for multi-agency staff across the three areas ensuring that they have the skills and knowledge to have that different, quality conversation
- the imminent roll-out of an e-learning packages developed by South Place Group to skills audit south-based staff alongside an opportunity to ‘test’ knowledge the Our Manchester message.
- and baselining of data that gives a starting point to how we will measure the impact of working in a different way,

3.5 Whilst the Place Based Approaches are being referred to as ‘emblems’ of Our Manchester they aren’t the totality of all local activity. There are three informal categories of which other activity falls into:

1. **Existing activity** that aligns to the Our Manchester approach such as Real Benchill which supports residents to solve local place based issues that have been identified by them, not us as public services, Age Friendly Manchester Strategy refresh aligning to the principles ensuring that this approach shapes and influences the refreshed strategy and informs corresponding delivery/engagement/communication plans
2. **Local ideas** for activity to take place from elected members, partner organisation, VCS and our communities
3. **Broader Community Engagement** as part of a wider programme of activity which may include local action days and localised community engagement events for residents (Have Your Say!). This broader engagement is an opportunity to co-design with residents what the local engagement model/s should look like, and members will have a crucial role in leading and helping to shape them in the local area.

4.0 Health and Social Care Our Manchester

4.1 The integration of Health and Social Care provides a prime opportunity to take a different approach to traditional models of delivery, giving people more independence

and ownership to decide on what a package of care or a support offer should look like, providing better health and care and reducing demand on already fragile services. This is the single biggest transformation in a generation that will see integrated teams coming together including the 12 Integrated Neighbourhoods Teams (LCO). The timing is crucial as we seek to ensure that people work in this way from the beginning rather than trying to embed at a later date.

4.2 As part of '**Our Manchester – A Healthier Manchester**' paper discussed by Executive Members earlier this year, it was proposed that an Our Manchester (OM) Strategic Lead for Health and Social Care (Head of Collaboration and Engagement) is recruited to put in place the organisational arrangements required to deliver the approach throughout the Local Care Organisation (LCO). The priorities would include:

- Informing the development of new models of care in 2017/18 with Our Manchester principles (what can we do differently for the prioritised cohorts of people?)
- Identifying and enabling the conditions required for the Our Manchester approach to flourish within the LCO.
- Ensuring any plans for 2018/19 onwards are underpinned by Our Manchester
- Ensuring that connection with social networks, community capacity building, and workforce development is prioritised and the programmes that have been developed to deliver this are integrated, built on and sustained

5.0 Our Manchester VCS Fund

5.1 The Our Manchester VCS fund will launch in September following an extensive co-design process which aligned to the principles of the Our Manchester approach. The complete process, true to the Our Manchester principles, has set a precedent for how consultations (along with the Our Manchester Strategy and the Budget Conversation consultations) and co-design processes can follow this way of working, recognising the benefit, challenges and ultimately the impact of working together, listening and responding, and starting from strengths; and doing it properly. It is acknowledged that this isn't a simple process and can take more time, however the outcome is a new innovative approach that has been influenced by the way in which we have followed the principles, which will help to deliver against the Our Manchester strategy and also allows us build stronger and deeper connections with our citizens and communities .

5.2 Proposals are being developed for the Our Manchester Investment Fund and detail will be provided at a later date.

6.0 Measuring Our Manchester

6.1 As the Our Manchester approach, and the accompanying 12-month Our Manchester Delivery Plan, is wide-ranging in nature, covering among other things: resident communications and engagement; co-design and delivery of new initiatives with residents, communities, businesses, VCS, public sector; development of community assets; staff engagement; staff training in Our Manchester ways of

working; and wider behaviour and organisational development consistent with Our Manchester principles and behaviours. The evaluation and monitoring framework will need to comprise different elements, in order to appropriately reflect this diversity.

6.2 Three key elements are proposed:

- (i) a high level monitoring dashboard enabling regular oversight of key metrics;
- (ii) a robust approach to capturing qualitative evidence
- (iii) more detailed metrics and structured evaluations for specific initiatives undertaken as part of the OM approach.

6.3 The present focus is on implementation, getting Our Manchester off the ground as set out in the Our Manchester Delivery Plan. A key focus of monitoring and evaluation in this phase is on establishing baseline measures (in order to subsequently monitor changes over time) and monitoring of initial activities being undertaken as part of the Our Manchester Delivery Plan, including how well residents / businesses / staff believe those activities are being delivered. Importantly, some of the key desired outputs and outcomes will only start to emerge in this phase (e.g. what is important to the communities in Gorton and what do they want to see and work together on to see changed that will support reduced demand on public services?). Over time the city will look to embed the approach more widely and as it does, it provides the opportunity for then understanding the impact the approach is having.

6.4 Case Studies and Stories

6.4.1 The Our Manchester team is currently developing guidance for staff on how to collect qualitative data, including case studies, with suggested prompts to ensure valuable data is captured. Ultimately this will help people to understand what Our Manchester is, what it looks and feels like, and the impact of a different way of working. This 'bringing to life' of the approach will help people to embed it so that it becomes the normal way of working.

6.4.2 Some good examples of Our Manchester in Action have been identified. Six of the case studies that have been produced are attached in appendix 1. This is only a starter and on a weekly basis more examples and stories are being sent into the Our Manchester inbox that exemplify the approach.

6.4.3 The next steps will be to use these case studies to develop targeted, insight-driven, powerful communications which explain the Our Manchester approach and behaviours and seek to inspire action, as per the Our Manchester communications strategy. A one-size fits all approach should not be used. They will just as importantly be used to measure the impact of the Our Manchester.

6.4.4 A full case study toolkit is in development, which highlights the proposed formats and timescales for using these communications effectively. Some ideas include: developing video case studies to demonstrate each of the behaviours, as well as the approach; using the Our Manchester tabloid to tell human-interest stories; developing a members' pack so members can see, at a glance, the impact Our Manchester is having within communities; and developing a new approach for the next round of Listening in Action.

7.0 Enablers

7.1 There is a strong recognition that the Delivery Plan cannot be delivered without a commitment to support our internal workforce, and the wider workforce which includes our partner organisations. Staff will need to be able to access a range of training opportunities that will help them to work in a different. This will include the immersive learning journey 'The Our Manchester Experience'. Getting this right is important to making sure that our staff are equipped with the skills and knowledge needed to support our communities in the best possible way.

7.2 Alongside this is a need for clear, consistent messages and a new approach to the way in which engage citizens in the Our Manchester way. If we want to engage and inspire action we need to provide some tools to help people to do this.

7.3 To support this there is a number of things within our Workforce and Culture programme taking place which include:

- Our People Strategy
- MCC Behaviour Framework
- Our Manchester Experience
- Our People: Owning It! (Staff innovation)
- Leaders and Member Programme Development
- New Volunteering Policy, 'About You' appraisals/1-1 and other policy development/revisions in line with Our Manchester approach

7.4 Similarly in our Comms and Engagement workstream:

- Our Manchester Communications Strategy
- Our Manchester 'brand' and Brand Guidelines
- MCC Internal Comms Strategy (and creation of an Internal Comms Team)
- 'Communications Asset' Bank and development of toolkits
- Established Listening in Action events alongside Directorate and Service engagement events
- Engagement of partners in thematic workstreams
- Development of Member (Our Manchester) Champions
- Recruitment of 27 Our Manchester Guides (for the Our Manchester Experience but also to have a champion role in the organisation)

8.0 Conclusion

8.1 The work around Our Manchester is very much at the start of the journey. Having spent the last 12 months co-designing the underpinning principles and behaviours of Our Manchester alongside initial staff and partner engagement and workforce development specific to Our Manchester we are now focussing on bringing Our Manchester to life. This is through existing, current and emerging activity and isn't just about the 'work' itself. This is fundamentally about a different relationship with our residents and communities, that is built on quality and that is sustainable; which is most importantly is led by our residents, our members and our communities.

APPENDIX 1: Our Manchester Case Studies

1. Developing the Family Poverty Strategy

“Around 18 months ago City Policy began work on refreshing Manchester's Family Poverty Strategy, working closely with the Head of Work and Skills to take a different approach. We wanted a better understanding of people's real and 'lived' experiences of poverty in Manchester and use this understanding to develop the strategy recommendations.”

What we did

Alongside partners we and other staff in the Council went on ‘strengths-based conversation’ training, which was aimed at getting the most out of talking to families directly affected by poverty. We were encouraged to listen without judgement and encourage discussion of what residents think is good about living in Manchester and their ambitions for the future, exploring issues that usual research methods might not tell us about.

Through conversations, interviews and group discussions we asked families:

- how does your neighbourhood help your children and family achieve their potential?
- what makes a difference to your family?
- what do you do when times are tough?

Alongside capturing adults' perspectives, we listened to younger viewpoints by working with three organisations already well engaged with young people:

- City in the Community asked children in year 5 to complete ‘thought bubbles’ asking child-friendly versions of the questions.
- Contact Theatre ran a day of ‘facilitated conversations’
- Z-arts hosted drop-ins for children and families encouraging them to come up with collective answers.

Result

Together, we developed a deeper sense of people's day-to-day experiences and the barriers to them living a fulfilled life, from their perspective. For example, we became aware that there are labels that serve council purposes that people don't use to describe themselves. We then brought the content of what people said into the strategy, ensuring that our ongoing work addresses what matters most to people.

What next?

We will be continuing the conversation with residents by sharing the strategy recommendations with them and using their feedback to inform how we develop future solutions to the real issues they face.

What's new?

'Strengths-based conversation' training is a person-centred, positive way of learning about human nature and how to use this insight in how we work with people. We also learnt from partners such as CLES and Manchester University colleagues who have both research and analytical experience of understanding poverty.

What other staff said

"This approach was completely new for some back office staff - people felt like they had to have the answers for residents. But we were clear that first and foremost we needed to listen."

"The ethos was not just looking at the issues but looking beyond them . . . that tackling poverty isn't just fixing what's wrong but bolstering what is good . . . going beyond providing services to developing people's internal motivation to get them get out of poverty . . . looking beyond what's 'wrong' at strengths and opportunities."

"The strategy took longer to produce, but we have a deeper understanding of the issues people face and the strategy gives a more authentic representation of what poverty in Manchester means for residents."

What makes this 'Our Manchester?'

Working together and putting people at the heart of what you do are 'Our Manchester principles'. Stacie and her colleagues did both: Cross council working took place via the Working Group and the 'strengths-based' conversation training which was offered across a variety of teams. Council Officers worked not only with partner organisations but have developed the strategy directly with residents themselves. For some behind-the-scenes colleagues, the close working with residents initially caused some fear but was ultimately embraced – key features of an 'Our Manchester' approach. Trusting residents to be partners in solutions, not being afraid to try new things and taking time to listen and understand.

Bigger picture:

We must understand the reciprocal issues that causes poverty and that poverty causes in people's lives - in order to help them build on their strengths, regain their self-esteem and improve their quality of life. This will have a knock-on effect with Manchester's ongoing economic recovery when every individual of working age has the opportunity to gain meaningful work. Evidence suggests that if people have good self-esteem and are not feeling trapped by their circumstances they would be more likely to engage in the local community, providing role models for future generations and helping make Manchester the top-flight city it deserves to be by 2025.

How will we use this case study?

A full, targeted communications plan is being worked up which tells the story of family poverty and the new approach we're taking - this will include video, printed materials and emails. We've produced an Our Manchester branded stakeholder summary too. It also lends itself to being the first case study in the new Our Manchester newsletter to strategic partners.

2. Age-friendly Manchester: putting older people at the heart of what we do

“We’ve brought about a power shift that’s elevated older people’s voices and their influence over many significant areas of life that matter to them. Older people now powerfully oversee how these things are planned and delivered. Alongside this has come a wonderful blossoming of participation, enrichment of daily life and a reduction in social isolation for growing numbers of older residents.”

What we did

A small Council-based team maintains Manchester’s pioneering place in the international Age-friendly city movement aiming to improve quality of life for older people and make the city a better place to grow older. We’ve supported and coordinated efforts to improve social participation and the quality of local communities for older Manchester residents since 2003. We put together yearly programmes of work with an unusually wide partnership.

Result

Older people play a leading role in all areas of this work which involves co-operation with a large family of committed partners ranging from the universities, voluntary and community organisations, the private sector, public services and national and international partners.

What’s new?

All these partners adopt the same mindset where older people lead, participate and shape work. At the heart of the programme is the Age Friendly Board and Forum made up of older people from the city who shape the strategic direction of the programme, act as consultative bodies and are active in their local communities. The Board and Forum is also a place where partners can engage with older people to shape their work.

What makes it Our Manchester?

It’s an inspired coming-together of an unusually wide range of key players influencing every aspect of city life – all sharing proven methods of getting agreed results using often-ignored strengths of these valuable members of each neighbourhood and community. Age-Friendly thinking takes time to listen and understand older people, recognising how their strengths can boost our work. Like our partners we’re not afraid to be led by older people into trying new projects that make Manchester a better place to live.

Bigger picture

Age-Friendly Manchester predates the ‘Our Manchester’ strategy, created in 2015, and is a role model for the approach we all need to adopt to create the Manchester we want by 2015. Its partnerships and the power it gives older people are key. Its many benefits include less social isolation, improving health and happiness, and the knock-on easing of pressure on public services.

What people said

"Other organisations haven't just got into the same mindset; crucially they've put money down and invested in it"

"It's about getting residents in the heart of the system; not a lot of programmes have this"

"Things take time, trust and relationships take time"

"It's about staff working to get the funding then commissioning it out to organisations who work differently" us."

"Older people are shaping the cultural programme of the city"

What next?

Ambition for Ageing: Resident-led partnership will develop and invest £10.2million in age-friendly places for older people to enjoy and join in at across Greater Manchester (GM). Runs till March 2020.

Culture Champions: 120+ age-friendly, informal, 'culture champions' will promote culture and the arts by word of mouth in their communities. Forty GM culture organisations will work on tailored age-friendly events.

North City Nomads: 700-strong community organisation reducing loneliness with days out for older locals will work with the Age-Friendly team to become a charity, taking control of its programme and power to get funding. Levenshulme locals will establish their own version.

How will we use this case study?

This lends itself to a series of partner-led videos, focusing on projects, rather than on the overall approach. This will need to have significant partner involvement in making the links with video subjects and ensuring that they are confident to be on film. These can then be shared on social media and at events. It also lends itself to creative treatments for posters and presentation slides - based on real people making a real difference in their communities.

3. A new approach to developing a dementia strategy for Manchester

"Traditionally our Health and Social Care systems encourage us to manage people's care for them, but the system is fragile and doesn't empower individuals and communities to support themselves. For example, over 80% of nursing home residents have dementia and in 2016 not one person admitted to a nursing home was discharged back into the community. The number of people being diagnosed with Dementia in Manchester is increasing and there are still many others with Dementia who are undiagnosed.

A new strategy for Manchester is increasing awareness and helping organisations,

communities and individuals to support people with Dementia and their carers that goes beyond what services alone can provide.”

What we did

In developing Manchester’s approach to dementia we’ve gone far beyond anything done before. We’ve worked in a completely different way including a whole year working alongside residents with dementia, their families and others to truly understand its impact on people and communities.

What’s new

Residents with dementia were centre stage: a resident with dementia helped present this strategy to a council committee. People with dementia were listened to and their involvement valued and valuable. This approach is re-wired thinking for many public service and medical staff. We felt a big impact from 1-hour dementia awareness courses at the Alzheimer’s Society – we’re now proud to be part of Manchester’s 15,000-strong ‘Dementia Friends’ network (and there’s a story below that shows why). Organisations involved signed up senior decision makers as ‘dementia champions’ to make commitments on behalf of their organisations.

Result

We have a strategy that’s making Manchester a kinder, more friendly, dementia-aware place. Because of who’s created it, and how we did it, our strategy is also relevant and richer, giving extra value. People feel they ‘own it’ because they’ve been listened to and shaped it. Those with dementia have involved themselves as valued, mainstream residents, not just patients to be consulted. Their input has started breaking down some barriers to their full enjoyment and fair share of Manchester’s growth and success. We’ve also seen partner organisations taking responsibility for what they can do – not leaving it to health and Council services.

What Next?

As dementia becomes a more common part of most people’s lives our strategy will increase awareness and make sure organisations, communities and services can support people with dementia and their carers. Other areas of work are learning from this: the Disability Strategy Partnership Board will have a majority membership of disabled residents to ‘change the conversation’ about disability. As a Council we’ve learnt and will do things differently when staff experience the impact of dementia in their lives.

What makes this Our Manchester?

Making a daily difference to residents’ lives is what good Our Manchester players are working for. And being a fair, equal city where everyone can participate and enjoy a good life is a key feature of the Our Manchester we’re working towards. This strategy – and the way we created it – is getting us there by not making assumptions about people with dementia, by having better conversations and by understanding, recognising and building on the strengths of the people and communities who were

our partners. We want this to kick-start a shift to new thinking that gives people more control and responsibility over what's done.

What others said

"You have a Council timeline to get things done but we challenge it now as these things take time."

"This kind of 'co-production' makes the difference, it changes the dynamics of the relationship."

Bigger picture

Putting people with dementia, their families and carers at the centre of this work gave them the power and dignity every resident should have. The strategy also reduces pressure on our health and social care system, and so, in its equally valuable way, does the story below: we need many more creative responses to dementia like Mike's, below, to move us towards Manchester's aim to be the best place in the world to live for people with dementia.

How a "Dementia Friend's" single conversation can improve someone's quality of life:

Derek has dementia and one of the few things he enjoys is collecting the empties in his local. Understandably, staff would try to stop him – he was standing over customers, waiting to whisk their glass away before they'd finished! It got to the point where Derek was unwelcome. "They were going to bar him," says Mike, another local and a 'Dementia Friend' (see above). Mike decided to have a word with the landlord, explaining Derek's dementia and the positive impact that collecting the glasses had on his quality of life. "I was pleasantly surprised," says Mike. "Far from banning Derek, the landlord sent his staff on the Dementia Friends training then gave Derek an official weekly slot to collect glasses! The bar staff are now great with Derek – they support him, and they handle the rest of the locals brilliantly too!"

How will we use this case study?

Derek's story is really powerful and if he is willing, could be a positive press story. We'd need to ensure his permission, but this would then lend itself to a photo story in the Our Manchester tabloid, liaising with the press office on a human interest story, liaising with the bar to do a short video, which could then be shared internally and on social media.

4. Cleaning up our act: how we got down and dirty to catch flytippers

"Tapping into people's pride in where they live can change their behaviour and attitudes. And by earning local people's trust that we would support and follow up their involvement, we harnessed a strong determination to stop local green spaces becoming dumping grounds for flytipping."

What we did

We went further than the business-as-usual approach to litter and flytipping because litter bins, signs and clearing up after culprits has only ever got us so far. So we also used local people's willingness to co-operate to target and deter the culprits. Instead of repeatedly clearing dumped rubbish from local greens at our own expense we drew attention to it, leaving it in place and taping off the area with "ENVIRONMENTAL CRIME SCENE" hazard tape.

We kept everyone informed by blitzing every address in the area saying: "Please help us find (and fine!) the culprits."

We also actively searched dumped rubbish (and any CCTV) for clues about where it came from. If we could link it to someone we sent them a personalised demand – in writing – to clear it up, a deadline they'd got to do it by, and the cost we'd pursue them for if they didn't.

On top of this we reinforced – through everybody's letterbox – reminders to take responsibility for getting rid of your unwanted furniture and bulky items, how to re-order missing bins and how to manage your own waste and recycling.

Result

Since we started this approach flytipping on our estates has reduced significantly. An amazing number of people got in touch to say that they were so sick of rubbish dumping that they were happy to help out with information. A colleague had a perpetrator actually move dumped rubbish back into their garden after she confronted him, and neighbours report seeing perpetrators removing what they've dumped following letters from us.

What next?

We're now extending this approach to other areas. We'll make sure to keep in touch with residents, telling them whenever we find a culprit, and how much culprits have been fined. We will also coordinate and focus resources, including CCTV, to increase our chances of success – a key factor in getting residents' confidence and further co-operation.

What's new?

Previously we would have spent whole days removing the waste (when we could be doing other things to serve our tenants) without any contact with local residents. Now not only are we in better contact with our residents about this issue, but they are actively involved in resolving it.

What other staff said

"Once people see that you actually follow up on your word they're more willing to co-operate"

What makes this 'Our Manchester?'

Being frank with residents (and colleagues) and working together with them is part of the 'Our Manchester approach'. In the past we've not been this open about what we can and can't do, particularly when saying 'no' means taking some flak. Philippa and her colleagues knew they faced that, but were honest with local people about the fact that their social landlord was not going to continue collecting dumped rubbish. It paid off. Locals responded by co-operating with information and peer pressure that changed culprits' behaviour for the better.

Bigger picture

Making Manchester cleaner, greener and litter-free is a key feature of the Manchester we want by 2025. This approach moves towards that goal using local knowledge and earning local trust to encourage residents to take responsibility themselves and rely less on public services for how they and their neighbours manage waste and care for their area.

How will we use this case study?

This could be used in the residents' newsletter and on local, community-specific social media channels. The story is Southway's to tell, so they could use it in presentations and in their owned-media. We could also amplify this with the Our Manchester email newsletter to partners and internally on the intranet.

5. Northwards Housing: a new approach to social isolation and loneliness in older people

The well-being of our older tenants is an important part of our business, and something we have always given a great deal of attention to. We listened to residents who told us that events to tackle loneliness often relied on outdated perceptions of older people. We launched a campaign that showcased real people's interests - yoga, art and cars - telling real stories to encourage a new way of thinking of older tenants.

What we did

We started the campaign at Victoria Square in Ancoats, one of the oldest social housing blocks in the country.

We worked with organisations to put on sessions that were relevant and exciting for older people, for example a session with the national Football Museum for older men, who we had previously struggled to engage.

What next?

We are taking feedback from our tenants on what they enjoy doing and are using this feedback to put on new events that cater for what they want to do. We continue to promote the campaign in local and national media, showcasing the difference it makes to real people.

Result

There are more events for older people in the city and those events have increased attendances amongst Northwards tenants. It has also raised the profile of older people in the city - Jim Giles, one of the residents, had his paintings showcased at the Manchester Art Gallery. We formalised our commitment to older people in the City by signing up to the Age Friendly Older People's Charter last year.

What's new?

We used to put on events like bingo or knitting clubs with varying degrees of attendance. This was based on an assumption about what local older people wanted to do. Now we get to know the tenants, build trust and support them, showing off their strengths and their interests and tailoring our events to suit.

What people said

The Campaign to End Loneliness praised the initiative saying "We were delighted to hear about the Retired not Expired campaign which celebrates positive steps to tackle loneliness and isolation. Thank you Northwards Housing for your support in raising this issue affecting so many older people". The campaign has also been picked up by the media to support some of their stories around loneliness and opportunities for older people. Jim Giles featured in a story around loneliness on Channel Five news and Graham Giles appeared in a story on the One Show looking at the recent housing scheme specially for older LGBT people. It shows we are taking part in a bigger conversation, and that these voices are being heard.

What makes this Our Manchester?

We start from strengths - we listen to what people CAN do and what they WANT to do, rather than putting them in a box based on their age. And we listened - we asked tenants what they wanted through our newsletters and our retirement housing teams - and we increased the scope of our events accordingly. We weren't afraid to try new things - we even had a story about a tenant in her 80s who wrote erotic fiction! We weren't sure this would work but we tried and we had a really positive response.

Bigger picture

Public services in the city are stretched in a way they have never been before. By keeping older people out of hospital and in their own homes, there is a significant saving to the public purse. It's also about better lives for our residents. That's why we need to work together to find creative solutions to complex problems.

How will we use this case study?

Videos of the Retired Not Expired campaign already exist, so we can ensure that these are made available to partners to use in presentations and in partner communications. We will also amplify messages from Northwards on the city council's owned media channels.

6. Manchester Climate Change Agency: Hulme Youth Climate Change Initiative

“We’re trying out new ways to get 15-to-25 year-olds tackling climate change in ways that will benefit them and their community.”

What we did

We put out a call challenging young people to step up with their own original and creative ideas for tackling climate change. We recruited fifteen of the best young people themselves to develop and lead their own project. We’re plugging the young project leaders into appropriate parts of our own large network of people and organisations who care about and work against climate change. We’re supporting our young leaders, helping to build up the skills and knowledge they can use make their ideas succeed.

Result

We’ve succeed in getting ideas for change to come from the community, with things not being so top-down. Not all the fifteen young leaders are Hulme residents, but now they’re in place, they’ll work with local people and other groups to design and deliver their own project in Hulme over coming months.

What next

We’re looking to learn lessons from the young leaders, including how they deliver the projects and what effects their ideas and approaches have on local people. For the young leaders themselves it’s also a great opportunity to build on what they’ve done, and to apply it for their own development in school, college and work. We will use the lessons and results of each project in decisions about climate change policy for the whole city in future. If any of the projects could succeed in other parts of the city, we will promote that.

What’s new?

We’ve not used our own projects or ideas. This approach has unlocked fresh thinking that we would not have come up with ourselves. Alongside our ‘young leaders’ approach, we’re are also working with various local organisations and people, including a local poet, to engage people in a variety of different and creative ways.

What people said

“It is a great opportunity to develop leadership and project management experience, as well as learn how people perceive climate change.”

What makes this ‘Our Manchester’?

Manchester can only become the first-choice place to work, visit and invest in if it’s a great place to live. This project taps into the fresh, creative enthusiasm of young people for protecting their environment – in a way that gives them equal power as partners in their own city’s future. The MCCA team has not been afraid to give control

over projects to their young partners who've stepped up to the mark and flourished under the challenge. Manchester Climate Change Agency is itself a great example of a coming-together of many different organisations with a common 'Our Manchester' goal: to get Manchester on the path to being a zero-carbon city by 2050.

Bigger picture

This project is an imaginative step towards creating the ambitious but practical plans we need to cut carbon emissions to zero. At the same time we must grow our economy, population and city – whilst playing a leading role in action against climate change. These projects give us a glimpse into young Manchester's creative determination to respond to the challenge: recognising and grappling with the need to improve air quality, cut pollution and generate energy from more sustainable sources. Judging by these upcoming leaders' responses, our city is in the best possible hands.

How will we use this case study?

Because this case study is about young people FOR young people, we need to take an Our Manchester approach to telling the story too. Traditional media channels and even established social media like Facebook will not always reach the young people we are trying to target. We will work with the Hulme group to understand which channels they think will be the most effective at getting the message out and can even work with them on the finished products.