

**Manchester City Council
Report for Information**

Report to: Health Scrutiny Committee – 20 June 2017

Subject: Our Manchester (Health & Social Care Reform)

Report of: Strategic Director, Adult Social Care
Director of Population Health & Wellbeing

Summary

The report sets out how Our Manchester will be an integral part of both Manchester Health & Care Commissioning (MHCC) and the emerging Local Care Organisation (LCO).

Recommendation

The Committee is asked to note the report.

Wards Affected: All

Contact Officers:

Name: Hazel Summers
Position: Strategic Director, Adult Social Care
Telephone: 0161 234 3952
Email: h.summers@manchester.gov.uk

Name: David Regan
Position: Director of Population Health & Wellbeing
Telephone: 0161 234 5595
Email: d.regan@manchester.gov.uk

Background documents (available for public inspection): None

Introduction

1. A Healthier Manchester (the Locality Plan) is Our Manchester and will ensure that the specific ways of working are built in at the very start of the transformed health and care system. We will create the conditions that enable the Our Manchester approach to thrive. This will require:
 - i. Visible leadership for the Our Manchester approach within the new senior teams for both Manchester Health and Care Commissioning (MHCC) and the developing Local Care Organisation (LCO)
 - ii. Strengthening the crucial role of the voluntary, community and social enterprise (VCSE) sector in the co-design, commissioning and delivery of services
 - iii. A clear commitment to training and organisational development of our workforce with an initial focus on training for all front line staff to develop the skills to have a strengths based conversation which concentrates on the strengths of individuals, families and communities

Strategic Context

2. The Our Manchester strategy sets out the vision for Manchester to be in the top flight of world-class cities by 2025. It describes the transformation that the city has undergone resulting in more jobs, improved housing and public transport, stronger international connections, expanding and improving schools and investment and development in science and research. It also acknowledges the real challenges the city faces, to ensure that all our residents can benefit from these opportunities. Poor physical and mental health remains a critical issue, with Manchester having some of the worst health and wellbeing outcomes in the country. This is both underpinned and compounded by multiple disadvantage and poverty in many parts of the city which drive inequalities. The strategy states the intent to “radically change health outcomes over the next decade”- with a focus on preventing illness, transforming care and unlocking the potential within communities. This is described in the “progressive and equitable city” theme of the Our Manchester strategy.
3. In recognition that a radically different approach to deliver public services was required to deliver the ambitions of the strategy, the Our Manchester approach was co-designed with a wide range of stakeholders. This set of principles and behaviours 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. The four basic principles of Our Manchester are;
 - Better Lives – it’s about people
 - Listening – we listen, learn and respond
 - Recognising strengths of individuals and communities – we start from strengths
 - Working together- we build relationships and create conversations.

4. A Healthier Manchester, the Locality Plan, is the key strategic plan that underpins the transformation of health and social care in Manchester. Although developed before the Our Manchester approach had been fully articulated, the plan embodies the approach entirely. It describes:
 - A stronger emphasis on prevention and enabling self care, with people as active partners in the health and wellbeing
 - A strengths based approach to assessment that focuses on what matters to the person
 - The development of and connection to assets in communities that support people's health and wellbeing

The plan also brings in to sharp focus the financial challenges facing the health and social care system in Manchester, with a "do nothing" funding gap of £134 million by 2021. If we enable people to stay healthier in their communities and live independently for longer in their homes, there is more probability that this gap will be closed.

5. Under the Locality Plan, Manchester's Self Care Strategy was endorsed by the Health and Wellbeing Board in June 2016. The strategy describes the organisational changes required to shift towards a strengths based approach that enables people to have greater control over their own health and wellbeing.
6. What we are planning in Manchester also resonates with national and Greater Manchester developments. These include:
 - i. The NHS Five Year Forward View and Realising the Value Programme. This has been recently evaluated and the tools and resources are now available to support local delivery of a person and community centred approach.
 - ii. The Care Act 2014 requires all local authorities to take a strengths based approach for assessment and eligibility for social care - "consider the person's own strengths and capabilities, and what support might be available from their wider support network or within the community to help". This allows the person to lead, and be in control of, an independent life as far as possible.
 - iii. Finally, the recently published Greater Manchester Population Health Plan by the GM Health and Social Care Partnership has person and community centred approaches as one of the five priority programmes of work.

What is required?

7. Our Manchester is long-term, not a one, three year or even five year quick fix, and the scale of behavioural and cultural change required cannot be underestimated. Therefore health and care services that truly work across traditional organisational boundaries and develop a different relationship with local communities and the VCSE sector are critical to the success of A Healthier Manchester. We have to take more risks and support innovation and new ways

of working at all levels of the workforce – this will also require a different approach to leadership, management and supervision.

What is in place?

8. There are a number of excellent examples of local initiatives, programmes and projects that demonstrate this way of working already and many have a strong focus on health and wellbeing. Examples include the approach to developing the 12 Integrated Neighbourhood Teams across the City where Community Services, Primary Care, Mental Health Services and Social Care are being integrated on an operational level. Work has begun to develop a bottom up approach to developing the Service Strategy across the integrated teams through a series of 14 Future Search workshops bring staff together from across the various services to develop a neighbourhood baseline which includes a shared understanding of what is important for each neighbourhood in the future. New models of care are also being designed and these include input from Manchester People to co-design new systems. A recent example is support from the Carers' Network to test out the proposed new online carers' self-assessment system which is due to go live in July. The emerging new model for Early Help will include opportunities for strength based conversations at 4 different opportunities and links to new Community Connectors in neighbourhoods to help people access the community based assets close by. The new Executive Team leading the current Providers Group recognise the need for visible leadership and are actively blogging and getting out and about to meet staff during the current procurement process.

We can take the learning from these tangible “exemplars” to bring Our Manchester to life and Appendix 1 and Appendix 2 provide two detailed examples relating to the Homelessness Charter and the Age Friendly Manchester Programme.

What else needs to be done?

9. There is a risk that this way of working is seen as a scheme, initiative or project that sits alongside the day to day business of delivering health and care. What we need to do now is to put in place the right conditions for the approach to develop and thrive – so Our Manchester becomes the way we deliver health and care. We believe that the following will accelerate progress in Manchester:
 - i. The development and implementation of the One Team Prevention Programme for the north of the city, as part of the new models of care in the Local Care Organisation (LCO). The procurement of this programme is now underway and the service will commence in October.
 - ii. As part of the Self Care Strategy, the Person, Partner, Place training programme (enabling person centred care through asset based approaches), will give staff the skills to take a strengths based approach to assessment, and connect the people they work to community assets.
 - iii. The Our Manchester VCS “Single Pot” bringing together MCC and CCG investments is also an enabler. A co-design process now under way with the VCS that will establish a new way to fund the sector that supports the principles of Our Manchester. It will also strengthen the relationship between

health and social care and integrated neighbourhood management at a locality level.

- iv. The Our Manchester (OM) approach in the emerging LCO will inform the development of new models of care in 2017/18 (what can we do differently for the prioritised cohorts of people?)
10. A number of potential opportunities or “quick wins” will also be progressed. This will include the place based approach in Gorton bringing together One Team, the Gorton Health & Social Care Hub development and the Person, Partner, Place training programme. Gorton will act as the early adopter. Two further place-based early adopters have also been identified to provide a good geographic and demographic spread. This way of working will then be rolled out to other Integrated Neighbourhood Teams (INTs) as they come on stream.

Recommendation

The Committee is asked to note the report

Appendix 1 – Homelessness Charter

- 1.1 Co-production of work with people with experience of homelessness is now becoming the standard way of working across the homeless sector. This includes:
- Rewriting the literature given to homeless people who present at the Town Hall explaining how to apply for housing.
 - Redesigning the leaflets that are given explaining what services are available across the city
 - Sitting on job interview panels to recruit Council Staff
 - Writing a specification for a resettlement service, and being part of the panel
 - Advising on offers of support and development of services
 - Writing the grant process for an ICT offer for homelessness for the city, and being part of the panel
 - Developing the Housing Options Service to provide advice and assistance
- 1.2 Work is also being progressed to have volunteers as part of the homeless service, providing additional support and information. It is anticipated that a number of these volunteers will have lived experience.
- 1.3 Work by the Arts and Heritage Charter Group is also increasing opportunities for people with experience of homelessness to engage in the arts. These include:
- Partnering with Manchester International Festival regarding an installation with Underworld in July
 - Digital inclusion funding from Homeless Link
 - Designing a series of workshops for the Homeless film festival
 - Host – where sculptures were sold to raise funds
 - Homeless Library launch in central library
 - With One Voice are working with the Charter group to form a strategy. No one else across the country is gathering cultural institutions around homelessness, and there is a desire to use Manchester to inform other places

The Big Change Campaign

- 1.4 As well as the Charter the other key development has been the Big Change campaign which focuses on alternative ways for the public to give money and reduce street begging. Big Change has now helped 233 individuals since its launch in November 2015 and given out grants totalling £32,000. Big Change is CityCo charity of the year. There are now 16 agencies that can access the fund. These range from Coffee4Craig, Barnabus, Cornerstones, Big Issue and the Booth Centre. It is recognised that constant communication with the public is critical in keeping people informed about how the money is spent.

Appendix 2 - Age Friendly Manchester (AFM) Programme

- 2.1 Age Friendly Manchester (AFM) comes under the remit of the Director of Population Health & Wellbeing and builds on 14 years of innovative work and the previous success of the Valuing Older People (VOP) programme. Both VOP and AFM have been guided by the Older People's Board which still meets every six weeks. The Board comprises of a group of elected older residents who act as a critical ear and sounding board. Board members scrutinise the work of the AFM programme bringing an older person's perspective to the development of policy and the delivery of age friendly services. The Board meeting to be held on the 30 June will include a presentation by the Executive Team for Manchester Health & Care Commissioning.
- 2.2 In February 2017 Manchester announced plans to develop the UK's first LGBT majority extra care scheme for older residents. The Council led Project Group, working in partnership with the LGBT Foundation and Stonewall Housing, will progress development of the scheme over the coming months.
- 2.3 The City has 12 Age-friendly networks - 12 locality partnerships developed across Manchester bringing statutory and voluntary sector organisations together with older people's groups and local residents. Age Friendly Networks are now led by the 'buzz' wellbeing service and have developed local action plans which promote closer local working, new and strengthened partnerships and focus on addressing priorities identified by older people. Networks put older residents at the heart of what they do and see co-production as fundamental to their success. Age Friendly Wythenshawe is holding its launch event on 14 of June 2017.
- 2.4 Ambition for Ageing forms part of a Greater Manchester Ambition for Ageing Programme funded by The Big Lottery as part of their Ageing Better programme to improve the lives of older people. The Greater Manchester Centre for Voluntary Organisation's (GMCVO) Ambition for Ageing project received £10.2 million to lead work in 24 wards across 8 local authorities in Greater Manchester for a 5 year programme.
- 2.5 Manchester Metropolitan University (MMU), is delivering initiatives in Moston, Hulme & Moss Side, Burnage and Miles Platting. It has developed local steering groups with older residents and statutory and community organisations. The steering groups support resident led boards to deliver grant funding programmes which address loneliness and social isolation among older residents. It has also carried out extensive resident consultation and asset mapping to inform the creation of detailed Age-friendly neighbourhood action plans.

- 2.6 North City Nomads - a membership group of over 700 north Manchester older residents, established by the AFM team and a resident steering group, the Nomads go on day trips across the country promoting healthy fun days out and a solution to loneliness and isolation. The AFM team is working with members to aid them to become self-organising, to establish themselves as a formal charity and recently worked with the steering group to hold an AGM, elect committee members and develop volunteering roles. News of the success of the Nomads has spread and recently the Levy Livelies were set up looking to promote a similar model with older residents in the Levenshulme area.
- 2.7 Age-friendly Culture Champions and the Age-friendly Culture Working Group - there are over 120 Age-friendly Culture Champions, informal ambassadors who promote all aspects of culture and the arts to members of their communities, combining word of mouth with enthusiasm. Ambassadors aim to encourage residents to access cultural opportunities on offer around the city and are often volunteers themselves at cultural venues. The Cultural Working Group of over 40 of Greater Manchester's cultural institutions, working in partnership with the AFM team and AFM Board, seeks to deliver a programme of age friendly accessible performances and activities both at their home venues and out in the community. The next Culture Champions Newsletter will be distributed in June.