

Evaluation of the Our Manchester approach, including how Our Manchester is helping to deliver savings

Resources and Governance Scrutiny Committee

3rd March 2020

Introduction

Our Manchester is a fundamental and complex set of changes to everything we do across the city. The Our Manchester Monitoring and Evaluation Framework aims to understand what has been achieved in terms of reduction in demand, improved outcomes and savings. It does this by looking at :

- What was delivered?
- How well was it delivered?
- What was the impact of what was delivered?
- Was the impact sustainable?
- What savings have been made?

In order to measure the aforementioned the following have been developed:

- Headline indicators of change across the city, aligned with the State of the City report
- The contribution that the Our Manchester approach is making to the changes in these indicators
- Monitoring and evaluation of the activities that are changing ways of working to implement the Our Manchester approach
- Monitoring and evaluating the outputs, outcomes and impacts that the activities will achieve
- A mixed-methods approach including case studies and qualitative data.

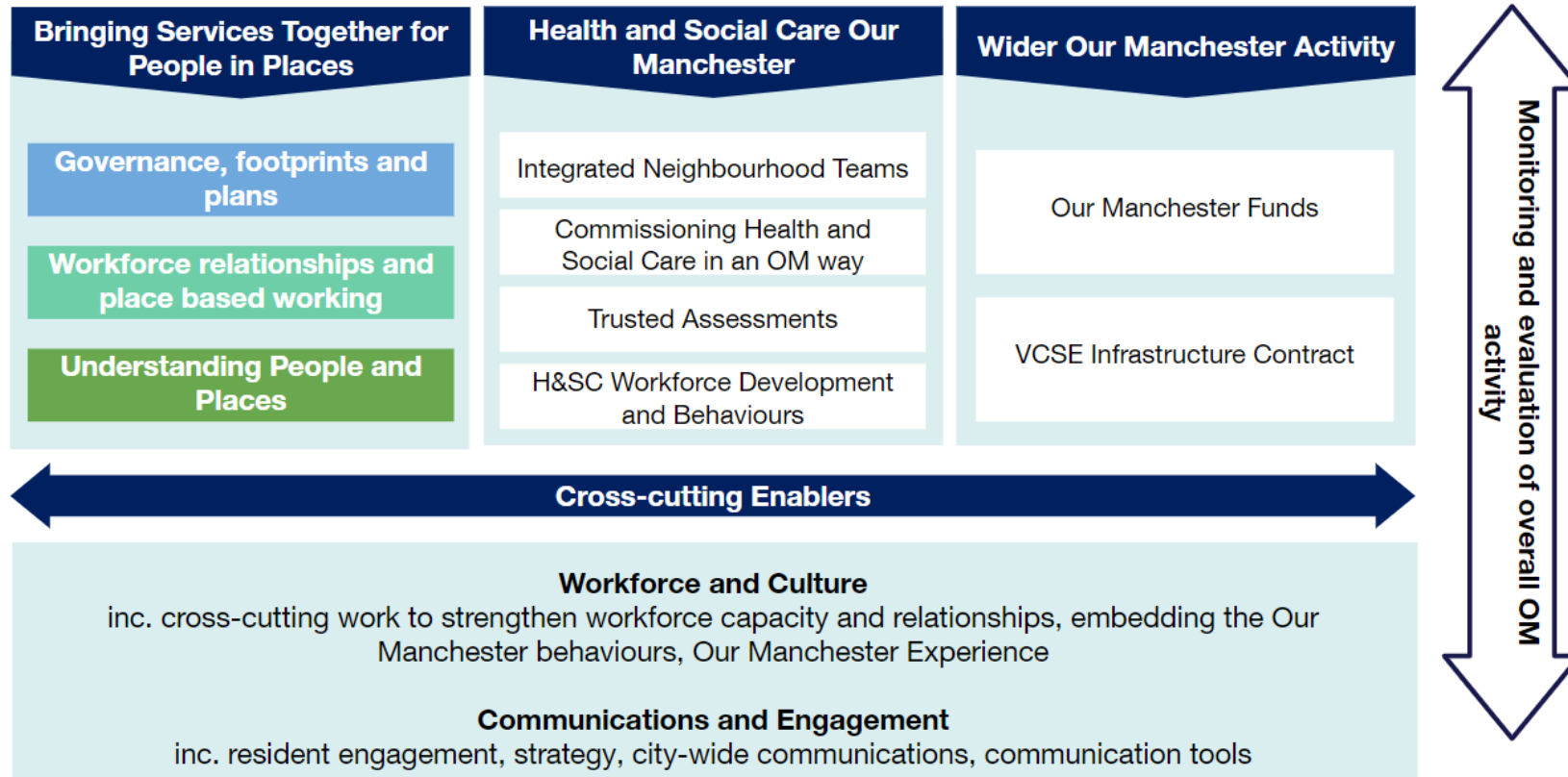
The framework is underpinned by a series of logic models which illustrate the key activities, inputs, outputs, outcomes and impacts relevant to each programme of work which then inform a set of evaluation questions. Due to the nature of Our Manchester the logic models are intrinsically linked through funding, staff and delivery of services. For example the funding related workstream overlaps with the Bringing Services Together workstream, as they are funding projects that run throughout the city.

This report presents an update of the activation stage of the Our Manchester workstreams and are presented as follows, inline with the Our Manchester Delivery Plan:

- Bringing Services Together for People in Places - incorporating the place based approaches
- Health and Social Care
- The Our Manchester Funding Streams: The Our Manchester Investment Fund and the Voluntary and Community Sector Fund

- Workforce and culture
- Communications and Engagement

Delivery Plan 2019-20



For each of these workstreams the following is presented in this report:

- **Overview** of the workstream
- **Evaluation questions** the workstream aims to answer
- **Performance metrics** which demonstrate change

- **What has been achieved**
- **Next steps** involving what is being delivered in the future

Workstream: Bringing Services Together for People and Places

Overview

The high level aim of the Bringing Services Together for People in Places (BSTPIP) programme is to improve outcomes for Manchester residents by embedding a whole-system place-based approach. Partners are working across organisational boundaries on thirteen shared neighbourhood footprints, reshaping traditional service delivery and building from strengths to better flex around real lives and places. This includes four distinct activity areas. Each area summarises a practical, codesigned partnership approach directed towards realising the aims and objectives of the project. They are:

1. Establishing Shared Neighbourhood Delivery Footprints
2. Establishing 'Team(s) Around the Neighbourhood'
3. Establishing Case Navigation Forums in Each Neighbourhood
4. Developing BSTPIP Shared Insight Tools

Originally the programme of activity was developed to take forward embedding Our Manchester in three places in the city including Gorton, West Wythenshawe and Higher Blackley. Over time Place Based Approaches have evolved into BSTPIP in recognition that a true Our Manchester approach, in place, the systems and processes, would need to be aligned across public service delivery. The BSTPIP programme now sits in place of Place Based Approaches, with the place based approaches being included as a key part of it.

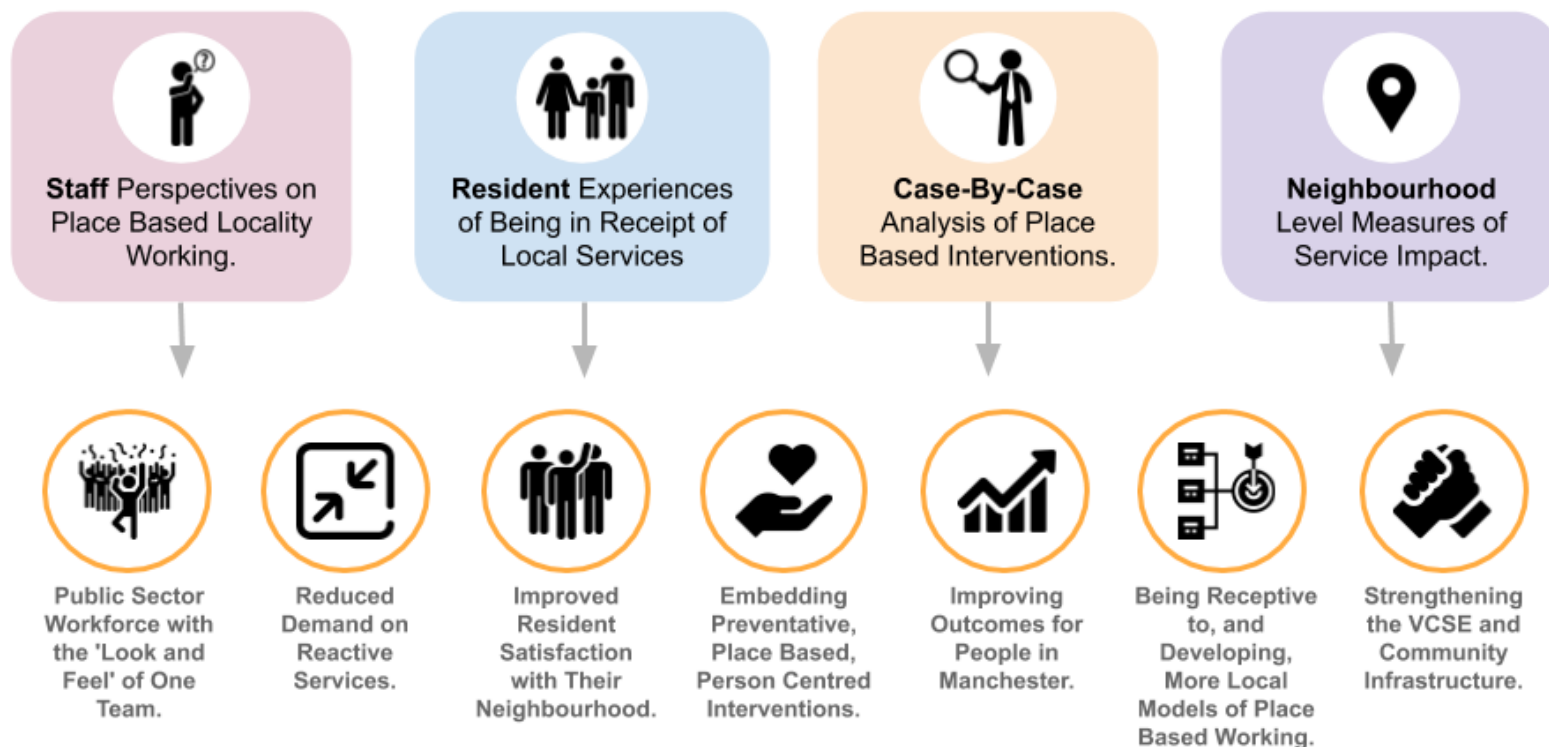
Evaluation questions

Through Bringing Services Together for People in Places we are looking to answer four evaluation questions. The evaluation questions have been developed to directly correlate with each of the four core activity groups. The evaluation plan aims to outline the research that will ultimately aim to answer these questions and determine the extent to which each aim/question has been achieved.

1. To what extent have the organisations in the BSTPIP partnership been effectively aligned to shared neighbourhood delivery footprints?

2. To what extent have multi-agency leaders developed an effective 'Team Around the Neighbourhood' who are removing duplication with shared plans, priorities and projects?
3. To what extent has a multi-agency service offer been successfully implemented and is impacting residents at a neighbourhood level in Manchester?
4. To what extent have better tools; that can catalyse preventative, place-based, person centred approaches; been identified, codesigned, developed, and delivered within the BSTPIP neighbourhood model?

Approach to Monitoring and Evaluation for BSTPIP



What has been achieved:

- Workstreams have been established that focus on relationships across our workforces, a common geographic 'currency' for integration, and shared understanding of people and places. This is the focus rather than changing structures or just co-location of staff.
- Partnerships across the city have been streamlined to join up their people, priorities and plans.

- Each neighbourhood has a leadership team established for the neighbourhood. They bring together a wraparound support offer that works across organisational boundaries around the lives of real people. Time and energy has been spent to build relationships and connections.
- 13 neighbourhood delivery footprints have been agreed across partners in Manchester. A 'Team Around the Neighbourhood' integrates services across each inc. GMP, MCC, MLCO and housing providers.
- Focus is developing connections and relationships across the teams and mobilising place-based Organisational Development package.
- MAPS (Multi-Agency Prevention & Support) first neighbourhood Old Moat & Withington went 'live' for 12 week test period on 29th January 2020

Next steps:

1. Team Around the Neighbourhood - Examples of priorities in 2020

- Joining up our collective approaches to resident engagement, in order to better join up action from different services to address key issues for residents - Ancoats & Beswick, Clayton & Openshaw
- Strengthening joint approach to school engagement, in order to provide a more effective joint offer from different services to schools, pupils and their families - Hulme, Moss Side and Rusholme
- Focus on joining services up more effectively around one housing estate, in order to tackle specific issues more effectively - Old Moat & Withington
- Explore an approach to place-based, community-led commissioning in Ardwick & Longsight, in order to better join up different resourcing decisions around key priorities for residents
- Collaborating to address air quality, to better support the city's objectives on this issue - City Centre

2. **Develop logic models** with teams to ensure all 13 have evaluation support and link activities to impact

3. **Establish OD programme** for teams to develop place-based leadership capacity.

4. Multi-Agency Prevention and Support (MAPS) for adults for adults experiencing multiple disadvantages

- Support from MLCO to build on existing multi-agency meeting structure - part of Coordinated Care Pathway
- Old Moat & Withington starting 'early adopter' 29th Jan then 12 week 'live' period
- TOR developed with partners inc. GMP, H&SC, Housing Providers and specialist commissioned services

5. **Full evaluation** for 12 week pilot, inc. stories from people involved

6. **OD support** for frontline staff involved

7. **Citywide implementation and resourcing plan** - higher demand neighbourhood next

Workstream: Health and Social Care

Overview

There is an established program of work already taking place that is specifically evaluating the impacts of Health & Social Care Transformation projects, and at the same time work was undertaken to align the priorities of MHCC and MLCO with the Our Manchester approach, resulting in a focus on:

- Bringing Services Together for People in Places and Integrated Neighbourhood Teams
- Commissioning using Our Manchester approaches
- Trusted Assessment
- Health and Social Care workforce

However a recent review of the structure has taken place to understand where to focus on how Our Manchester has taken place on Health & Social Care. This identifies specifically embedding Our Manchester in:

- Our plans and strategies for health and social care integration
- How our health and social care workforces operate including behaviours and cultures.
- The impact this will have on key outcomes and performance indicators through monitoring and evaluation.

The two areas that are most advanced at this stage are: the Strengths Based Development Programme (SBDP) which has been codesigned and launched to support Health and Social Care staff to have a common learning experience to understand what is meant by an Our Manchester Strengths Based Approach; the monitoring and evaluation of Health & Social Care new care models; and Bringing Services Together PIP as illustrated in the previous section of this report.

Evaluation questions

The Health and Social Care transformation projects ultimately seeks to answer the following questions:

1. Are investments from the GMTF leading to expected outcomes across Health and Adult Social Care services?
2. Are the services / processes working as intended in practice? And specifically what influence did the Our Manchester approaches have?
3. Is there good evidence to suggest a causal link between GMTF investments and changes in outcomes?
4. Is there good evidence to suggest a causal link between integration of services and changes in outcomes?
5. Do the changes in outcomes outweigh the financial investments, leading to financially sustainable delivery models?

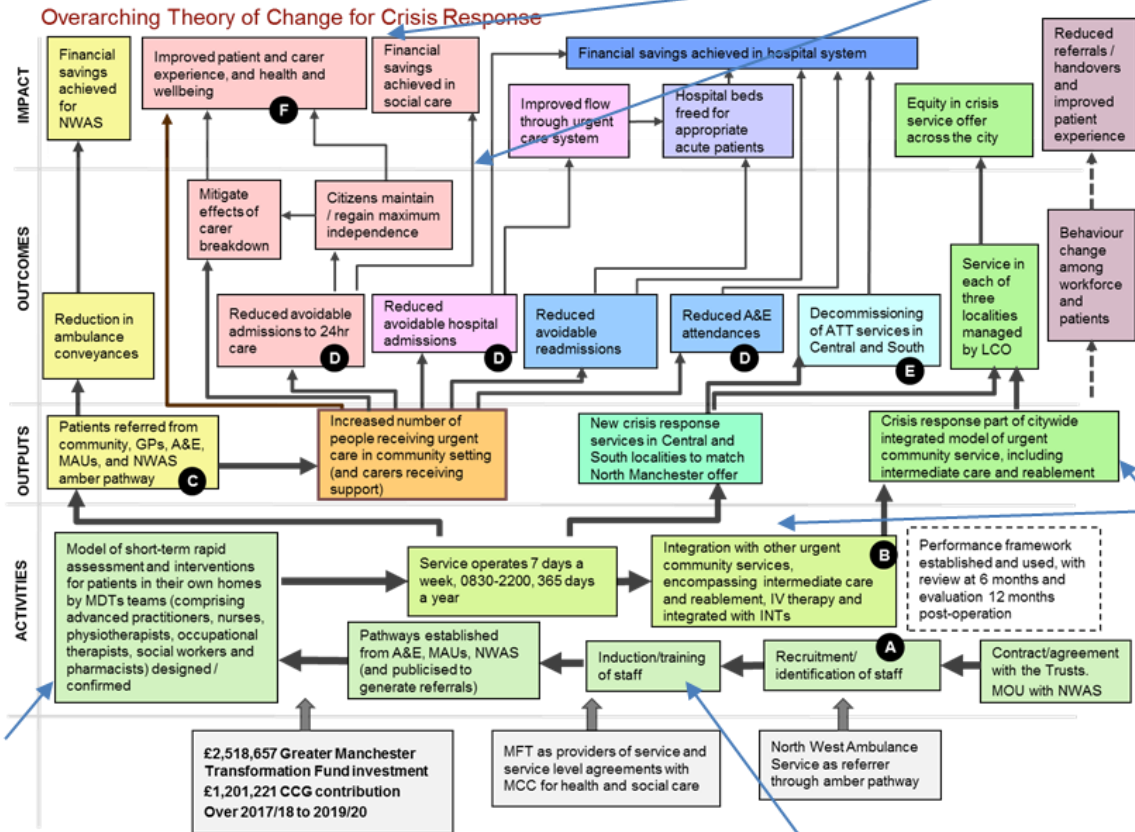
The Strength Based Development Programme aims to answer the following questions:

1. Are staff creating an emotional connection and buy in to the Our Manchester Strengths Based approach and subsequently working in a strengths based way?
2. Are staff able to recognise strengths and have the relevant skills and tools to draw on strengths of individuals?

Logic Model

A refreshed logic model needs to be developed in line with the refreshed focus from the recent review. However we do have a series of Logic Models from the H&SC transformation evaluation programme that show how Our Manchester specifically influences those new care models. The example below is for the Crisis Response service (one of the thirteen new care models) and shows where Our Manchester overlaps with the new care model evaluation.

Our Manchester impact question – has the delivery of this new care model made residents more independent?



OM question: Does the workforce behave differently, eg focusing on the resident need instead of fitting them in to service processes

OM question: has the service integrated with other services putting residents at the centre

OM Question: Are OM behaviours being embedded at induction?

What has been achieved:

The Strength Based Development Programme

From an evaluation perspective, there has been good progress establishing the Strengths-Based Development programme within the workforce element. This programme has initially focused on health and social care staff and will now be broadened out. The headlines are:

- Programme tested with 70 people from across the system
- Over 400 people have participated to date
- 25 staff have volunteered and been trained as facilitators
- Priority cohorts targeted and are aligned with wider programmes of organisational change.

The New Care Model

New care model evaluation findings to date have identified a number of key themes with emerging evidence of reduced demand in high cost services, however, increases in capacity in some services have caused pressures/capacity issues in others. For example in the three evaluations to date:

- Manchester Case Management has shown, through a quantitative analysis of hospital activity, a statistically significant reduction in A&E attendances post service start
- Reablement has shown that for the cohort of people who have had Reablement service during 2018/19 financial year and went on to have a home care package after leaving Reablement had, on average, 26% fewer homecare visits and 22% fewer homecare hours during the 6 months post reablement
- ExtraCare has shown that neighbourhood apartments have likely necessitated upto 1,200 fewer days of residential / nursing care to the wider health and care system
- New care models have taken longer to implement than expected, largely due to recruitment of staff either due to organisational structures, or availability of suitably qualified staff compounded by new care models going out to recruit to roles seeking similar staff specialties, at similar levels of seniority, around the same time.
- New Models of Care, so far, are mainly supporting those with the most complex needs (i.e. people with multiple Long Term Conditions) who are accessing multiple services generally at the point of crisis. Therefore focusing New Models of Care on just siloed services or specialties is going to miss opportunities to offer early support, and avoid crisis. This highlights the role for Our Manchester approaches in those service pre-crisis and the role that BSTPIP and Population Health/Prevention can play to support the wider H&SC system.
- A common theme across both the benefits and the challenges identified in the evaluation to date has been the role / reliance on integration. Where integration is part of the New Model of Care, service delivery (and outcome) is better; however where integration across New Care Models is absent or operating on a different timeline, then this limits the implementation and impact of individual New Care Models. This reinforces the approaches needed around integrated and place based delivery and again the key role that Our Manchester has to play.
- Knowledge and understanding of the health and social care system has increased through regular engagement with stakeholders, challenging assumptions and traditional ways of working, and collaborative working to develop better, shared insight into how services support resident's needs.

This has contributed to practical application of the Our Manchester Behaviours across organisations, where shared learning and knowledge is better informing decision making.

Prevention Programme

- Manchester's Prevention Programme is a framework for embedding person and community-centred approaches to improving health and reducing health inequalities in the city, working through the Manchester Local Care Organisation. Following early implementation in north Manchester in late 2017, the programme has been established citywide since late 2018. Examples of how the programme has supported the Our Manchester strategy and approaches over the last 12 months include:
- Be Well social prescribing services provide strength-based support to individuals, to help them take an active role in staying healthy and connect with others in their community. Over 10,000 people have been referred and had an assessment that focuses on their strengths and goals as a starting point to develop a package of support that is based on the things that are important to them. Over 8,000 people have gone on to receive support from the Be Well services and a range of community-based groups - including healthy lifestyles and support to address a range of social issues (e.g. staying in or returning to work, money, housing, isolation). Support is targeted in order to impact on health inequalities.
- 12 new Health Development Coordinator posts have been established (1 per neighbourhood), and are working together with local communities and neighbourhood teams, to listen and understand what communities think will improve health, and develop neighbourhood plans that make the most of local assets to target local needs and are co-produced with local community groups and residents
- Additional resource to try new things to improve health, reduce health inequalities and connect and build capacity within communities - a neighbourhood health fund for each neighbourhood to support prevention and population health objectives and priorities, and a targeted population health grant for older people's neighbourhood support (OPeNS) delivered through the Our Manchester VCS Grant programme
- A multi-agency programme steering group that oversees delivery of the programme, tries new things and reflects on and develops them - such as innovative approaches to understanding and evaluating the delivery of neighbourhood health development ('neighbourhood health and wellbeing development landmarks')
- An approach to the procurement of services which has involved increasing the proportion of tender scores allocated to social value and asking providers to commit to recruiting staff from local communities

Next steps:

Monitoring and evaluation will continue to support the key areas of focus:

- Our plans and strategies for health and social care integration - continued engagement and alignment across MLCO, MHCC and MCC plans will take place during 2020/21
- How our health and social care workforces operate including behaviours and cultures - continued roll out of the Strengths Based Development Programme will progress and the monitoring / evaluation will begin to look at the impacts that the programme is having on service delivery.

→ The impact this will have on key outcomes and performance indicators through monitoring and evaluation - outputs will continue to inform commissioning/decommissioning and service planning decisions, and outputs will provide transparency over where system change and associated impacts are taking place.

Workstream: Voluntary and Community Sector Fund

Overview

The city needs a healthy voluntary and community sector (VCS) to deliver its role in achieving the vision for the city set out in the Our Manchester Strategy for 2025. The VCS has the ability to reach, include and support people the Council may not otherwise interact with, and work with them to lead successful lives and contribute to the city. One of the 'We wills' in the Our Manchester Strategy is to 'Continue to work with the voluntary and community sector to find new ways of reaching those communities that remain untouched by Manchester's success, creating resilient and vibrant communities of people.'

Since 2010/11 funding for public services has been declining and this has led to reductions in the value of funds available for VCS organisations to bid for. The OMVCS fund has brought together five funding schemes (Community Associations, Health and Wellbeing, Equalities Funding (grants) and Mental Health and Carers (contracts)) into a single place without any reduction in the total funding so that VCS organisations can be funded to deliver objectives, rather than specific activities.

The OMVCS grants programme totals £7.4m over three years and funds 63 organisations across the city. These organisations all deliver a wide variety of activities and are working towards the following overarching objectives:

1. have a strong sense of citizenship and pride in the city
2. collectively improve our health and wellbeing support the positive contribution older people
3. make to city life and their communities and continue to be recognised as a pioneering Age-Friendly city
4. increase volunteering across the city
5. support carers to carry out the invaluable work they do
6. work to improve the resilience of individuals and communities.

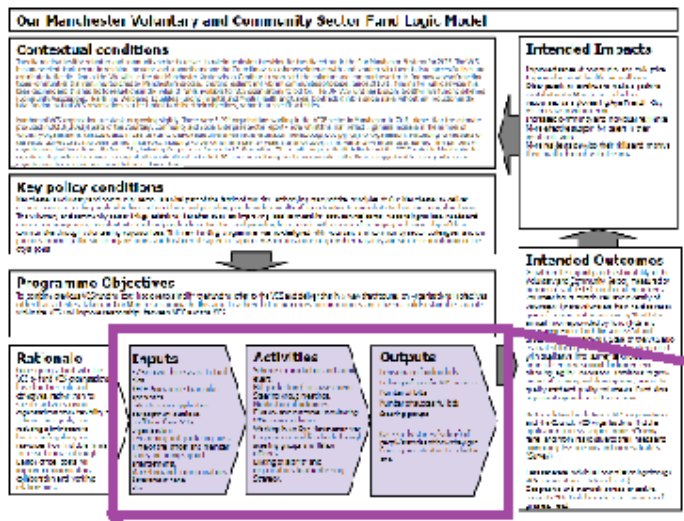
Evaluation questions

Through this Voluntary and Community Sector Fund we are looking to answer the following questions:

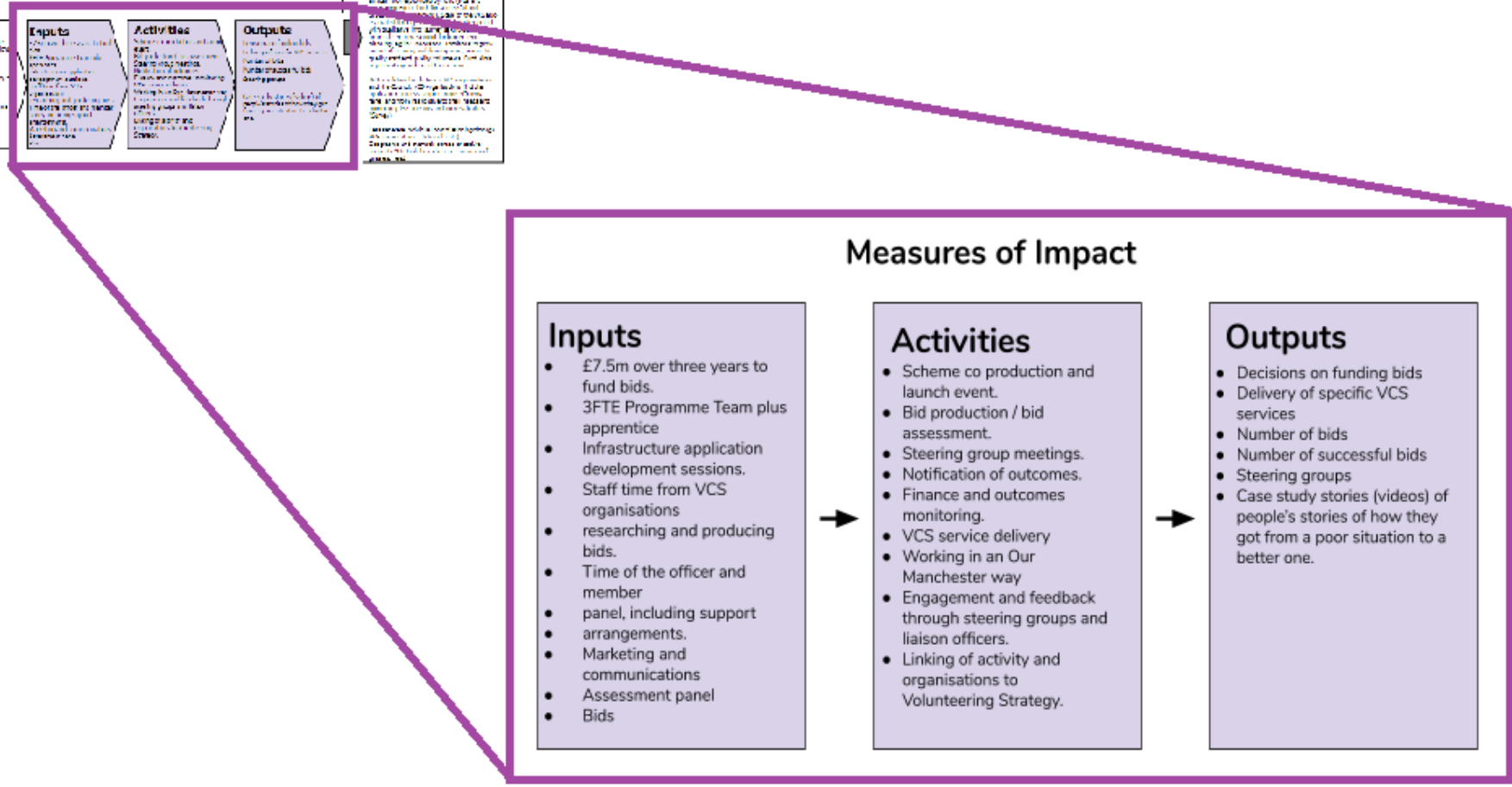
1. Is there any evidence that having a dedicated Programme Team and Liaison Officers has positively impacted funded groups' ability to deliver services, and activities, demonstrate and evaluate the impact of their activities and understand and evidence the Our Manchester approach
2. Is the programmes vision, leadership and investment delivering measurable impacts which support the case for continued investment of this kind in the future?

3. Have funded groups grown in their capacity e.g. an increase in their number of FTE, increase in volunteers, service users?
4. What is the evidence of funded groups impacting residents and communities, contributing to improved sense of community and civic pride, improved resident health and wellbeing, an increase in volunteering, including older people, increased community and individual resilience and more residents develop their skills and improve their health through volunteering

The Logic Model - Measures of impact



*This Logic Model is for illustrative purposes only.
 The Measures of Impact focus on current activation.*



What has been achieved:

OMVCS Case Study: Patrick's Story

Patrick is a 36-year old man who was diagnosed with frontal lobe atrophy roughly four years ago. Patrick felt misunderstood and not listened to by statutory services. He had good contact with the LGBT Foundation in Manchester, but otherwise he felt isolated and unable to have his voice heard regarding living with frontal lobe atrophy.

Patrick was put into contact with the Alzheimer's Society, and Julia, his dementia support worker, supported Patrick to attend events, facilitate workshops and give talks in universities and at conferences about his experiences of living with his condition and being part of the LGBT community. A member of 3 Nations Dementia Working Group, LGBT Foundation and founder of the LGBT Dementia Network, Patrick has spoken about his experiences at events across the UK. He has lectured in partnership with the Alzheimer's Society and the National Dementia Action Alliance about his own story and the ground-breaking 'Bring Dementia Out' project (an Alzheimer's Society project to encourage dementia-awareness and inclusion in Brighton and Manchester).

As a result of his work Patrick was nominated for a National Diversity Award as a positive role model within the LGBT community. These awards celebrate the achievements of charities, role models, and community heroes, showcasing their outstanding devotion to enhancing equality, diversity, and inclusion. As a thank you to Julia for all her support, Patrick invited her to attend the awards with him. Patrick went on to win the award and this has given him a huge boost to keep going with his work, affecting change for people who are part of the LGBT community and living with dementia. Patrick often relates how the support he received has improved his life and now he has the motivation to move forward and do more to try and help others who may be going through a similar situation.



Overall fund achievements:

- Investing £7.4m over 3 years across 63 organisations, currently coming to the end of Year 2.
- Data from the first year of the programme indicates that funded groups reached more than 124,000 residents, with more than 6,000 residents volunteering.
- £2.1m Targeted Fund - projects are soft launching in March / April as due diligence checks are completed. Across the Older People and First 1,000 days funds there are 17 projects approved. Each bid names a lead organisation and partners, totalling 17 leads and 42 partner organisations.
- North Manchester Together - a focused piece of work to strengthen and support the VCS in North Manchester is progressing, including a new assistive grants programme due to launch in May 2020.
- Developing approaches to working with BAME leaders and VCSE organisations currently in the engagement phase which will move towards ideas being developed for investment.

Next steps:

- Year 3 of OMVCS - monitoring and evaluation (overall evaluation of the 3 year programme)
- Targeted Fund - monitoring and evaluation feeding into Age Friendly and Starting Well Boards
- OMVCS Programme Board strategic plan and priorities for 2021+
- OMVCS budget confirmation 2021+
- OMVCS co-design and launch of next funding round 2021+ (subject to budget confirmation)

Workstream: Our Manchester Investment Fund

Overview

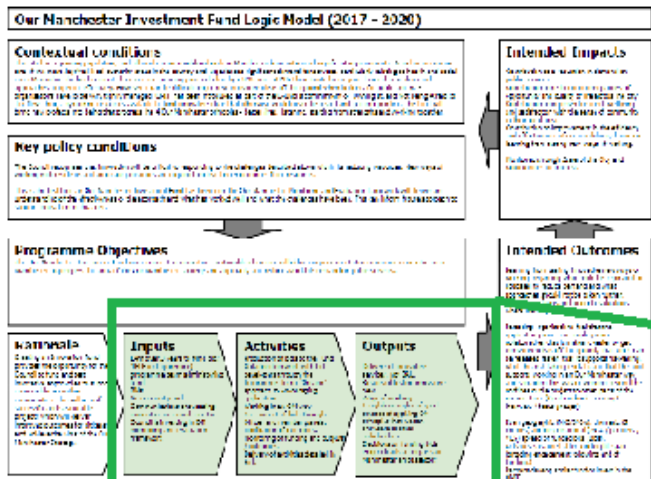
The Our Manchester Investment fund (OMIF) is managed by the Our Manchester Funds Programme Team within City Policy (1.5FTE equivalent). The team work with applicants to develop bids that will deliver innovative projects that will have a sustainable impact on residents and communities beyond the funded period. Funding committed currently stands at £2,358,799 across 30 projects, with a further commitment of £1,121,275 for future projects and priorities. The 31 projects funded vary greatly, from community builders and mentoring work to one off purchase of vans and equipment, to new approaches in improving the city's literacy levels and children's social care.

Evaluation questions

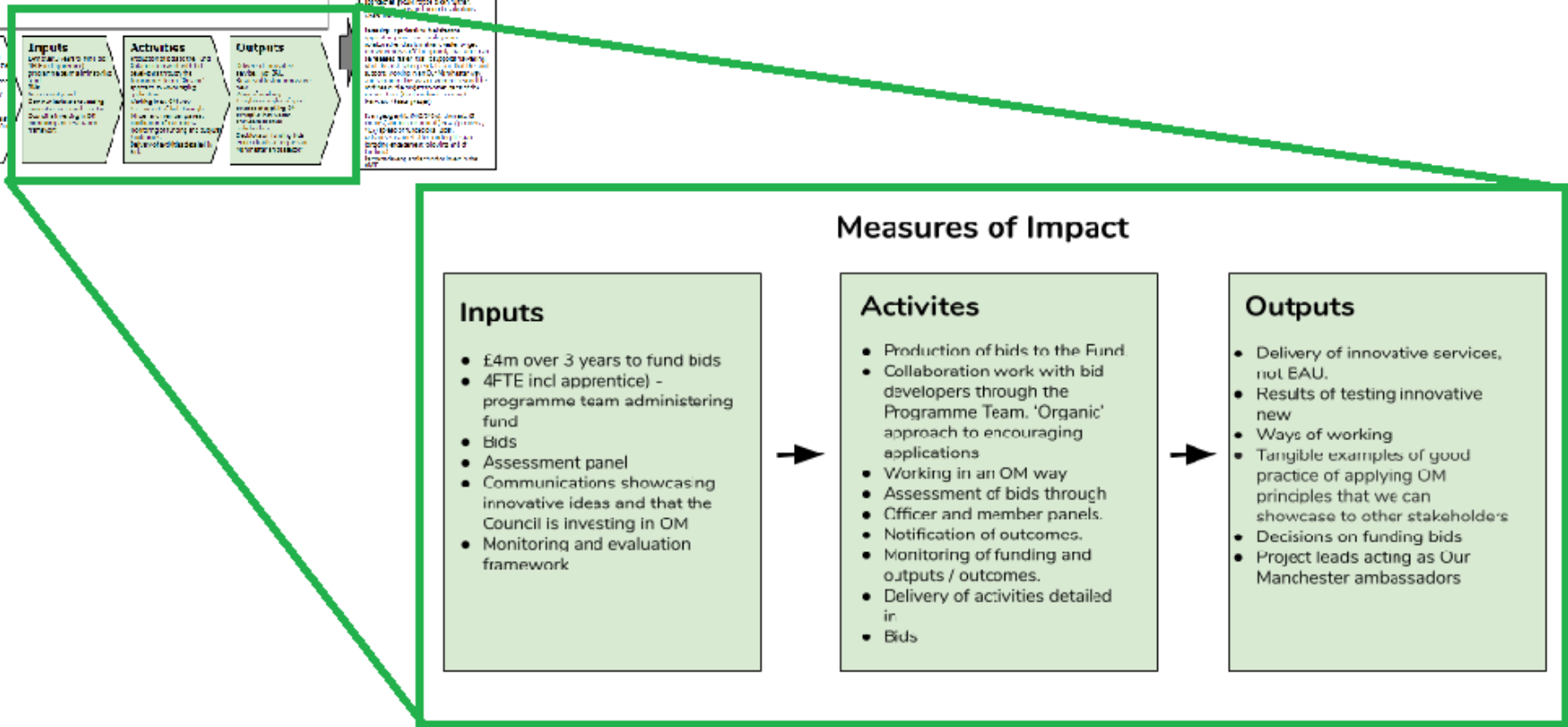
Through the Our Manchester Investment Fund we are looking to answer the following questions:

1. What learning has there been from testing innovative new ways of working to reduce demand and which approaches should not be taken further?
2. Do partaking organisations feel that the application process is: simpler, more collaborative, easier to get innovative ideas off the ground, faster, supports risk-taking, supports working in an Our Manchester way?
3. Have the projects' key activities been sustained after the funding has ended?
4. Is there any evidence of demand reduction from projects delivered under OMIF?
5. Is there any evidence of a reduction in inequality of opportunities and quality of life across the city from projects delivered under OMIF?
6. Is there any evidence of OMIF projects contributing to improved resident well-being and satisfaction with the sense of community?

The Logic Model - Measures of impact



This Logic Model is for illustrative purposes only. The Measures of Impact show current activation.



What has been achieved:

→ The OMIF has funded 30 projects and programmes across Manchester including new approaches to engaging residents in service design (e.g. poverty

truth commission), new service delivery approaches, research into improving air quality around school sites and new approaches to encouraging community activity

→ One of the principles of the fund is about how a project's impact continues beyond the life of the fund. Some examples of projects that continue to deliver impact but are no longer funded by OMIF include:

- ◆ **ACEs** (trauma informed workforce project) has now been co-funded by partners in order to sustain impact in Harpurhey and roll out to more areas in the city. A cost benefit analysis was undertaken on this project and the return on investment after year one was £2.73 for every £1 invested.
- ◆ **The Community Leaders Programme** resulted in a number of residents trained and confident in leading and/or supporting activity in their neighbourhood who continue to do this in a variety of different projects and approaches
- ◆ **The Bread and Butter Thing's** business model means that following the initial investment it is now able to continue delivering across North Manchester. The number of hubs has grown since it first launched.
- ◆ **Whalley Rangers** continue to weed and look after their local area. A cost benefit analysis was undertaken and it is estimated to generate a potential saving of £1,748 over one year and £5,062 over a three year period, giving a fiscal return on investment of £1.55. Accounting for the social benefit of increased community participation and reduced isolation gives an overall return on investment of £5.40.

→ In terms of volunteering reported, the fund as a whole is roughly estimated to have generated around £650,000 of social value (increased confidence and self-esteem) and £600,000 of economic value (the economic value added through the volunteering activity).

→ A recent survey of applicants to the fund (successful or not) indicates that:

- ◆ more than 60% of those surveyed said that the fund made it easier to get innovative projects off the ground.
- ◆ more than 60% of those surveyed agreed or strongly agreed that the fund allows them to take risks and try approaches that other funding does not

→ Based on the Programme Team's experience of delivering OMIF over the last 18 months, there are elements that we recommend continue in the next iteration of the OMIF:

- ◆ **Collaborative application process** - The quality of applications and the strength of projects has benefited from access to dedicated Programme Development Officers that have worked with applicants.
- ◆ **Flexibility of the fund** - The fund has been open to all kinds of projects and has enabled a variety of worthwhile projects to get off the ground. It has provided an avenue for organisations in the city to respond to changes in need and demand in a flexible way. In addition, the fund has been tolerant of risk and failure, allowing funded projects to adapt and change as they amend their approaches.
- ◆ **Opportunity for organisations and services to trial ideas and improve delivery** - There's no equivalent source of investment of this type at a

local level. Projects such as Multi Systemic Therapy would not have been funded as there was no budget within the service to trial this approach.

Next steps:

- OMIF in its current form comes to an end March 2020 although some projects are funded after this date. Project monitoring will continue beyond the life of the fund where applicable in order to maximise learning from projects and understand overall impact.
- Informed by the delivery of the current OMIF, wider Our Manchester work, The State of the City Report and the Industrial Strategy the next iteration of OMIF will be focused on a small number of defined 'challenges'. The word 'challenge' denotes a focused priority for the City that would benefit from a call for innovation.
- These challenges are in the process of being finalised with senior managers from across the Council and will focus on tackling climate change and the causes of poverty.
- Whilst business outcomes will be factored in to developing challenges, the driving factor continues to be about delivering positive and meaningful outcomes for residents.
- The learning from the Our Manchester Monitoring and Evaluation work, particularly how impact data will be collected will be incorporated into the design of the next iteration of OMIF prior to it being launched.
- These challenges will run for one year with a budget to be confirmed.

Workstream: Workforce and Culture

Overview

In order to embed the Our Manchester behaviours within the council's workforce and throughout the organisations' culture, a range of activities and programmes have been designed. The aim; to embed the Our Manchester behaviours in everything we do, starting with the council's workforce and then our wider partners. It is intended that this will result in improved staff engagement and satisfaction, improved delivery of services (underpinned by improved systems and processes) and tangible outcomes for the citizens of Manchester.

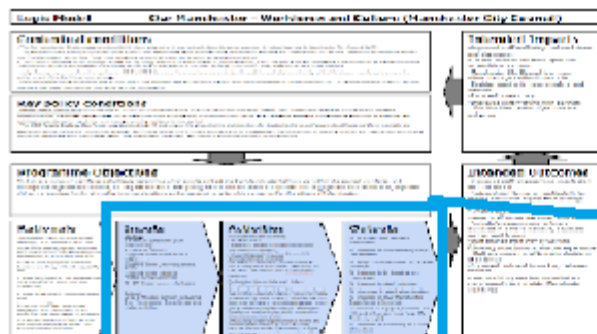
Over the last two years HROD and wider colleagues have worked to deliver an array of workshops, tools, events and projects which aim to help staff embrace the Our Manchester behaviours and embed them in both their professional and personal lives.

Evaluation questions

Through the Our Manchester work we are looking to answer the following questions:

1. In what ways are staff displaying an understanding and embedding the Our Manchester behaviours learnt through the Our Manchester activities?
2. Are employees more engaged to own their own development?
3. Do employees have the same opportunities across the organisation, and are they available and communicated in an accessible and appropriate way?

The Logic Model - Measures of impact



*This Logic Model is for illustrative purposes only.
The Measures of Impact show current activation.*

Measures of impact



What has been achieved:

- Workforce projects continue to meet their objective and monitoring and evaluation processes are constantly being developed to understand impact.
- Our Manchester Experience: From September 2017 to December 2019, 3786 MCC officers (54% of 7k target), 24 Elected Members and 432 partners have been through the Experience. 90% of those who attended and fed back agreed or strongly agreed that the Experience gave them a good overview of Our Manchester and that they enjoyed the Experience helping them understand the Our Manchester behaviours
- Listening in Action - Since Listening in Action began in 2016, 2,850 members of staff have attended these sessions, (40% of the 7k target by 2025. A recently pulse survey found nearly all attendees would “change their behavior”
- High level Bheard survey results have been released with the authorities score moving increasing 34 points and being in the ‘One to Watch’ category.

Next steps:

- Our Manchester Experience - Implementation of a new feedback process that will help to demonstrate the impact of the experience.
- Leadership Summit - Continue to monitor feedback and develop a programme that supports leadership development and engagement
- Development of workforce forum to understand the impact of Our Manchester related activity.
- Exploration of Bheard survey results to understand change regarding empowerment, partnership working, integration between services increased engagement

Workstream: Communications and Engagement

Overview

The aim of the Communications and Engagement workstream is ensuring the clarity and consistency of the way we communicate Our Manchester, raising the visibility and profile of Our Manchester, and ensuring that processes and systems across organisations allow people to engage and communicate in an Our Manchester way.

A framework for activity has been developed focusing specifically on resident engagement and community engagement. It is called the Campaign an Engagement Framework and is a part of how the Council will engage residents differently in line with the Our Manchester approach. It includes how an Our Manchester approach can support and enable communities to be resourceful, so residents are able to do more for themselves, and ensuring that our workforces have the skills and knowledge to be able to do this. This intensive and detailed approach aims to increase resilience, connect assets and support people to find their own solutions, underpinned by clear and consistent frameworks, tools and skills development that enables coordinated, high quality, meaningful engagement.

The Campaigning Engagement Framework is intended to complement and enhance existing work to improve resident engagement, increasing the scale and pace, which is required to deliver the Our Manchester strategy. It is not intended to duplicate business as usual activity or planned programmes of work. Campaigning Engagement comprises three key areas of **informing** (raising the visibility of Our Manchester), **supporting** (encouraging people to get involved, try something new or work differently) and **inspiring** (telling great stories about Our Manchester in action).

There are four key objectives of the framework. These are:

1. To build capacity in communities to support the reduction of demand and need
2. To increase trust, building reputation and improving relationships
3. To ensure our workforce have the skills to take an Our Manchester engagement approach to working with people
4. To inspire action in our communities.

The Logic Model - Measures of impact

Following the development of the Campaigning Engagement Framework a logic model is currently in development which will identify the key inputs, activities, outputs and outcomes that can then be monitored.

What has been achieved

Internal communications continue to support staff to understand Our Manchester and embed the behaviours. Our strategy ensures Our Manchester is threaded through all campaigns and channels, including the Chief Executive's broadcasts, tools and materials (printed and digital) raising the visibility of Our Manchester across the organisation. In the last 12 months the focus of Our Manchester is the way we do things and not a thing we do. The Communications Team have supported, developed and enabled, programmes of work that are a priority to the organisation and the people who work here. This includes:

The Communications Team have mapped out, co designed and delivered communications campaigns and activity across the year, highlights include:

- b-Heard campaign
- Health & wellbeing, staff benefits, information governance and recruitment
- Our Transformation programme including implementation of our new intranet
- Annual staff recognition events, including Long Service Awards and Awards for Excellence(A4E). A4E 2019 campaign had the highest number of nominations at 743 (620 in 2018).

Event facilitation and engagement support

- Delivered bespoke comms training for communication champions to advocate and cascade good practice
- Refreshed the format and delivered round 10 of Listening in Action sessions, focusing on our priorities, budget, behaviours and climate change

Threading OM through all staff communications

- The Buzz, Team Talk and the all-staff weekly news The Forum, all-staff broadcasts reaching over 6k online staff
- New style Our Manchester in Action case studies films (viewed online by over 800 staff)
- Shared staff engagement and success stories to further embed the behaviours and Our Manchester.

Next steps:

There is an array of activity planned in terms of internal communications in the next 12 months. This includes the following:

- **Listening in Action** - co design and deliver future LiA sessions aiming to reach 7k by March 2025.

- **Our Manchester in Action** - Refresh and evolve the OM brand, produce additional four filmed OM case studies early 2020 with a goal of a new set of 10 by the end of the year.
- **Our People** - support the development of a 12 month health and wellbeing campaign to strengthen the workforce and the Our Manchester behaviours.
- **Our Transformation** - plan & implement OT comms strategy to support the programme. Planning & delivering comms activity will be a key focus in 2020.
- **Intranet** - a key part of Our Transformation changing how the organisation informs and engages staff. Internal comms are integral to the implementation and launch of the intranet along with embedding it as a business as usual tool.
- **b-Heard 2019 results** - plan & deliver comms sharing 2019 outcomes and our 'one to watch' position as an employer. Prepare 2020 bHeard campaign.
- **Awards for Excellence 2020** - plan and deliver 2020 campaign to highlight A4E and showcase staff who put OM into action.
- **Insight and understanding** - further understand the makeup of the organisation (demographics) and channels of communications used and preferred by staff to ensure all OM messages are cascaded with the best chance of reaching staff. Whole organisation communications survey in February.
- **Staff broadcasts** - staff broadcasts will be shaped to meet the needs of staff. Ensuring non-digital staff have equal access to information & opportunities.
- **Well managed council** - supporting information governance, cyber security, GDPR.

Impact of Our Manchester in Delivering Council Savings

This final section of the evaluation provides examples of how Our Manchester approaches have helped to deliver savings within the 2019/20 MCC budget. The examples for each of the workstreams above demonstrate those benefits that are more directly linked to Our Manchester approaches, however as you can see below Our Manchester also reaches much further into everything the council and its partners do.

The examples of savings listed below are from the 2019/20 MCC budget. It should be noted that these were the original savings targets and that not all of these savings areas have been achieved in full, due to a range of issues that are outlined within Budget monitoring.

At this point in time, when much of the Our Manchester work is still in the activation stage, this is intended to be more illustrative rather than specific, but provides the link between Our Manchester investments and service/budget planning outcomes.

ADULT SOCIAL CARE / HEALTH AND SOCIAL CARE	2019/20 £000	Application of Our Manchester Approaches
Savings		

Includes impacts of new models of care that should reduce spend on homecare, residential and nursing care, learning disabilities, mental health and commissioning	1,993	<p>Roll out of strengths based way of working will mean our staff adopting Our Manchester behaviours, supported by practical tools and techniques for working in a strengths-based way (e.g. new strengths-based assessment), and better connecting with residents and the communities in which people live</p> <p>Working together - integrated management structures across health and social care (integrated neighbourhood teams) will require greater collaboration and trust so all staff put residents at the centre of how they work</p>
Evaluation of the new care models includes reviewing the Our Manchester approach in each - for example, helping to keep more residents independent in their own homes for longer, working more effectively with community assets, reduced isolation and loneliness, and adoption of strengths-based approaches within integrated teams		

CHILDRENS	2019/20 £000	Application of Our Manchester Approaches
Savings	3,045	The asset based approach to engaging with children and families starts from a point of “What matters to you” instead of “what is a matter with you” which truly embraces the Our Manchester way of working. This has been embedded in early help assessments, education health and care plans and is a key part of the signs of safety social work model.
Original savings related to travel-coordination, review of commissions and demand and practice efficiencies		
Savings to manage existing pressures relate to supported accommodation - leaving care, adoption allowances and home to school transport		

CORPORATE CORE	2019/20 £000	Application of Our Manchester Approaches
Savings	3,349	<p>The Our Manchester behaviours are becoming increasingly embedded and reflected in all parts of service delivery.</p> <p>The Core has developed the Bringing Services Together for People and Place in partnership with Neighbourhood Services, MLCO and other services. This has been highlighted</p>
Realising opportunities to be more efficient in back office processes and policies (inc ICT, Legal, Financial Management and HR)		
Delivery of the Our Transformation programme and reduced expenditure against		

resources allocated for ICT investment		<p>in previous sections of this report.</p> <p>The Our Transformation programme draws on Our Manchester Approaches both in the delivery of the programme of work and the transformation ideas being developed.</p>
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NEIGHBOURHOODS	2019/20 £000	Application of Our Manchester Approaches
Savings		Bringing Services Together for People and Place is directly supporting place based delivery, identifying local assets and enabling them so they can better support local communities.
Savings relate to Parks, Leisure & Events, Waste Management and Highways, through efficiencies, commissioning and new ways of working.	4,951	<p>13 neighbourhood delivery footprints agreed across partners in Manchester. A 'Team Around the Neighbourhood' integrates services across each inc. GMP, MCC, MLCO and housing providers. Focus is developing connections and relationships across the teams and mobilising place-based Organisational Development and MAPS (Multi-Agency Prevention & Support)</p> <p>OMVCS and OMIF are supporting investment into local services to build capacity in local areas.</p>

Overall in delivering in an Our Manchester way we see the core elements around: Strengths Based approaches; Integrated & Place Based delivery; and New Ways of Working helping to achieve the savings plan for 2019/20. As a result this also underpins many aspects of the emerging 2020/21 budget planning assumptions.