

**Manchester City Council  
Report for Information**

**Report to:** Health Scrutiny Committee – 9 March 2022

**Subject:** The Gorton Hub

**Report of:** The Strategic Lead Neighbourhoods (MCC), Sarah Lake, Integrated Neighbourhood Lead for Gorton and Levenshulme (MLCO) and the Head of Corporate Estate and Facilities Management (MCC)

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**Summary**

This report provides an update on the Gorton Hub, a new Health and Care Hub in the heart of Gorton. The Hub will provide a real opportunity to make a significant improvement in the management and delivery of public services through co-location and integration within a modern, innovative and efficient environment. The report sets out progress with the partnership working underpinning the integration of services in the hub, and a construction update. The Hub is due to open in October 2022.

**Recommendations**

The Committee are asked to note the progress made in delivering the Gorton Hub.

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**Wards Affected:** Gorton and Abbey Hey, Longsight, Levenshulme

**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Gorton Hub is designed to achieve a BREEAM Rating of Excellent. The scheme includes passive fabric measures, including improvements to the thermal performance and air tightness above and beyond those required by Part L of the Building Regulations. The mechanical and electrical services have been designed to minimise direct energy consumption and carbon emissions, with particular emphasis on boiler efficiency, high efficiency air to air heat pumps, LED lighting and lighting controls, low energy motors in pumps and fans and heat recovery across systems. A large solar panel array of c500m<sup>2</sup> is on the roof of the building will support the building's energy needs. The scheme also includes cycling provision. The scheme will replace a number of properties that are of poorer quality and are poor performers from an energy efficiency perspective.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	An integrated hub in Gorton, with footfall from visitors and public sector workforce will support the district centre economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Bringing together organisations responsible for tackling worklessness and low skills will have a positive impact in this area of the City. There are also opportunities for local job creation in both the construction phase and within the completed building.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The Hub will promote collaboration and networking to strengthen the links between organisations and residents, including the community and voluntary sector.
A liveable and low carbon city: a destination of choice to live, visit, work	The replacement of poor energy efficient buildings with a state of the art, modern hub will lead to improved energy efficiency and enable the incorporation of sustainable design features.
A connected city: world class infrastructure and connectivity to drive growth	The Hub represents a significant investment in public infrastructure in a district centre with public transport links.

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**Background documents (available for public inspection):**

None

## **1.0 Introduction**

- 1.1 This report provides an update on the Gorton Hub, a new Health and Care Hub in the heart of Gorton. The Hub will provide a real opportunity to make a significant improvement in the management and delivery of public services through co-location and integration within a modern, innovative and efficient environment.

## **2.0 Background**

- 2.1 Manchester's Locality Plan – A Healthier Manchester – is delivering a comprehensive approach to addressing the health and care needs of the city's population, and is at the heart of the transformation to deliver a coherent single health and care system in Manchester. As part of the Locality Plan, the Manchester Local Care Organisation (MLCO) has developed integrated care models that are scaling up and strengthening early intervention and prevention activity, as well as more pro-active targeting of services to residents with both rising risk and high needs. A key element of the Locality Plan is the creation of 12 co-located and integrated health and social care teams across the City.
- 2.2 Gorton was identified as an ideal location to deliver a new building for one of the integrated health and social care teams for a number of reasons. The health and care estate in this area of Manchester is particularly poor and health outcomes are similarly amongst the worst in the City. The creation of a new building also provided the opportunity to bring other public sector partners together in a single facility that will not only improve services to the residents of Gorton, and provide a blueprint for how public services can provide a more integrated approach to service delivery, but also ensure such a development can bring a regenerative benefit to this part of the City.
- 2.3 The Gorton Hub will be occupied by health and care services including a GP Practice, the health and care integrated neighbourhood team, and mental health services. The Hub will also include the One Manchester area office, the refreshed Gorton Library and rooms for Manchester Adult Education service (MAES). Officers are also working with Job Centre Plus and a local pharmacy to attract them to the Hub.
- 2.4 New office accommodation will be provided on the second floor of the Hub to help meet the needs of the public estate in the future. The Hub will total 6,900 m<sup>2</sup> across three floors, and is being constructed on Garrett Way, on the site of the former housing office and adjacent Suburban Public House which have now both been demolished in order to build the new facility.
- 2.5 The Hub is due to complete in October 2022.

## **3.0 Service Integration and the Gorton Hub**

- 3.1 The Our Manchester Strategy sets out the ambition for the city – to be thriving, filled with talent, fair, a great place to live, and buzzing with connections. A key priority of the Our Manchester Strategy is radically improving health and care

outcomes, through key partners coming together in new ways to transform and integrate services; putting people at the heart of these joined-up services; a greater focus on preventing illness; helping older people to stay independent for longer, and recognising the importance of work as a health outcome and health as a work outcome.

- 3.2 Cultural change in the way people work together will be more important than the simplification and integration of organisations. These changes will reform how Manchester supports more residents to become independent and resilient, better connected to the assets and networks in places and communities. Public services will be radically reformed so that they are built around citizens and communities rather than organisational silos.
- 3.3 The Gorton Hub is rooted in this ambition. The project will address the poor health and care offer in the locality, as well as address the poor state of health, care and other public service properties in the Gorton area, at the same time as taking the opportunity to bring services together to provide a more integrated, accessible public service offer.
- 3.4 Gorton has been recognised by members of the health and social care system as having significant deprivation and poor health, and also with poor access to community-based health and social care provision; an example being under-doctoring. Current health and care estates provision in the area is inadequate, inefficient, costly, and not fit for purpose; as a result, some primary and community services are not based in the most appropriate place or able to provide the best physical facility for their care provision. Local patients are not always able to be proactively managed in the appropriate community setting, which is a contributory factor to the area being an outlier for unplanned hospital activity, unplanned admissions, and attendances at A&E.
- 3.5 The Hub will provide more than just the co-location of services - it will offer the workforce opportunities to develop relationships with other services, understand the wider offer and draw on a broader range of resources, both within the Hub and in the wider community. This will facilitate the workforce working outside of their organisational boundaries, breaking down silos to address the root causes of resident's support needs. This will be delivered through the provision of regular forums for the workforce to discuss complex cases or place issues they are experiencing. Enabling the sharing of information, subject to data sharing agreements being in place, will support joint working and identification of coordinated plans of action.
- 3.6 The Gorton Hub project is overseen by a Partnership Board, which includes all the public services that will occupy the building. The Board is supported by a range of workstreams that are in place to deliver aspects of the project. A key workstream is the Service Integration Workstream, who are working to realise the vision of integrated rather than simply co-located services.
- 3.7 At the heart of service integration are the 'Bringing Services Together' principles. Across the Manchester system, the Council and our health and neighbourhood partners have signed up to the Bringing Services Together for

People in Places 'Operating Model' Principles, and these principles are guiding the service integration work for the Gorton Hub. The principles are:

- We will be adopting an asset-based approach across all teams within Neighbourhoods - so that we start with recognising the things that people and places have and gain an understanding of what a good life means for them.
- We will work together to build strong and cohesive local Neighbourhoods - where there is a focus on people and communities supporting each other, alongside a vibrant and diverse set of services that people can access.
- We will empower staff to support people in ways that work them with clear responsibility - staff will not be constrained by professional and organisational boundaries and work together to respond to resident needs. Person, family and Neighbourhood first, not organisation first.
- We will start by listening to what is important to residents within each Neighbourhood- as well as using local intelligence to help identify the outcomes and priorities that we need to change.
- Supporting the Gorton Hub neighbourhood catchment area Support to determine its own priorities - which will influence where we all focus our efforts.
- We will recognise and value the important contribution of the voluntary and community sector in improving health and wellbeing - they will play an important leadership role in Neighbourhoods

3.8 The Service Integration Group is focusing on five key areas of work to deliver the Hub's vision and embed a BST way of working:

1. Generating a 'Sense of Place' and Understanding Local Issues: ensuring services are interpreting demography information, real stories, who is currently accessing services, as well as those who aren't (and why?), engaging with the community assets across the place;
2. Clear Resident Pathways to ensure a 'Person-Centred' Experience: ensuring services understand each others' offer and who it is aimed at, where there is cross-over or gaps, what a resident can experience when they walk through the door, how voluntary and community sector services external to the hub, can engage in hub delivery (e.g. Gorton Oasis, Sure Start, Hideout Youth Zone);
3. Collaboration Zones: ensuring services have the space to come together to collaborate, develop relationships with each other, work outside organisational boundaries, breaking down silos to address root causes of resident's support needs and identification of co-ordinated plans of action;
4. Recruitment of a Hub Integration Manager: a new role to provide oversight at the hub, bring all services together and ensure integration is the 'business-as-usual' way of working; and

5. Development of a cross-cutting Workforce Development Plan; to ensure that services have clarity on the hub vision, cross-over, ways of working, collaboration, outcomes etc. This will be planned from different stages i.e. before the hub opens (October 2022), during the opening and ongoing in 2023 and beyond.
- 3.9 The Gorton Hub will be occupied by health and care services including a GP Practice, the health and care integrated neighbourhood team, and mental health services. The Hub will also include the One Manchester area office, the refreshed Gorton Library and rooms for Manchester Adult Education service (MAES).
  - 3.10 The Gorton and Levenshulme Integrated Neighbourhood Health and Social Care Team will be based in the Gorton Hub. The team work proactively to provide multi-disciplinary, person centred care to people within the neighbourhood. The team take an asset-based approach, working with wider partner agencies including our voluntary sector colleagues and promote self-care principles specific to each individual.
  - 3.11 The Integrated Neighbourhood Health and Social Care team brings a range of services together providing the opportunity for increased collaboration ensuring residents in Gorton and Levenshulme and wider neighbouring areas receive access to the right services at the right time in their community.
  - 3.12 The Health and Social Care teams based in the Gorton Hub will be: Health Visitors, District Nurses, Social Workers, Crisis Response, Discharge to Assess, Hospital and Community Team, IV Team, Manchester Case Management, Central Reablement, Crisis Clean, Complex Care and STIT, Social Care Substance Misuse Team, Social Care Hospital Discharge Team, Social Care Sensory Team, No Recourse to Public Funds Team, Care Navigator, Health Development Coordinator and Care and Repair.
  - 3.13 Community Services that will be provided from the Hub include, for adults: Physio / MSK, Podiatry, District Nurse treatment rooms, and IV Therapy; and for children: Speech and Language Therapy, Orthoptics, Community Nursing, Paediatrics, Health Visiting, and Baby Clinics.
  - 3.14 One Manchester, the registered housing provider, have been a key partner from the outset and the land on which the new Hub is being constructed was the site of their Belle Vue Area Office. One Manchester's aim is to re-establish the services once delivered at the Area Office in the newly completed Gorton Hub. Being located with partners in the Gorton Hub will be a benefit to One Manchester as the increased visibility and footfall will provide an opportunity for them to support more residents to access basic and vocational skills, linking with other partners in the Hub, thus enabling them to live a better life and reduce dependency on services.
  - 3.15 The new library will be a cornerstone of the community offer from a building that embodies partnership working in action. Due to open to the public in October 2022, the new library will offer the same overall space as the current

well used library, with 2 large community meeting rooms, an ICT suite and increased hours of access enabled via the Open Plus system. The existing library has a strong community offer and community activities will 'lift and shift' to the new library, with an enhanced focus on supporting the broader health and wellbeing offer at the Hub.

- 3.16 The Manchester Adult Education Service provision in the hub will respond to the identified skills needs in the area including the provision of English, Maths, Digital and ESOL (English for speakers of other languages) classes, and an opportunity through partnership and collaborative working develop an offer to support the wider aspirations of the hub.

#### **4.0 Construction and Property Update**

- 4.1 The accommodation currently supporting the future occupants of the hub is reaching the end of its functional life, with significant back-log maintenance issues. For example, Gorton South Neighbourhood Office currently houses the Integrated Neighbourhood Team for health and care. The building was built in the 1980's, and surveys show a significant level of investment would be required to keep the building functioning. The property is too small for the current team, and the accommodation is of poor quality. Similarly, Gorton Library is reaching the end of its economic life, with major forward maintenance requirements and dated building services. The provision of the new hub will vastly improve the public estate in the area.
- 4.2 The scheme is overseen by a Partnership Board, which includes all the public services that will occupy the building. A significant effort has been invested in developing both the design of the Hub and the business case, which was approved in February 2020 by each of the partners. Unfortunately, the outbreak of the Covid-19 pandemic and the resulting first national lockdown in March 2020 put the project on hold. Whilst the project was paused, it became apparent that partner requirements within the hub were likely to be significantly impacted as a direct impact of the pandemic upon service provision. At the end of July 2020, the Executive approved the Gorton Hub development to restart, subject to reviewing the scope of the project with partners. Between August and November 2020, the Gorton Hub partners worked to review the relevant floor plans and confirm any revised requirements on a service by service basis. The impact of changes on the design and business case were reviewed throughout December 2020 and January 2021, and a way forward for the project agreed. The construction partner was re-engaged, design work completed, and contract negotiation finalised. Construction work commenced in July 2021.
- 4.3 Through the Partnership Board, heads of terms have been negotiated and issued to all partners along with Agreements for Lease. These are now progressing through final negotiations and the legal process.
- 4.4 Greater Manchester Health and Social Care Partnership have awarded a capital grant of £1.5m to support the delivery of the GP practice within the

Gorton Hub. The grant is time limited for the financial year 2021/22 and officers are finalising arrangements to draw this grant down.

- 4.5 The Hub is being delivered by the construction partner Morgan Sindall. Construction of the Gorton Hub began in July 2021, and the project is in week 35 of a 66 week construction programme. Works completed to date include the clearing and hoarding of the site; enabling groundworks and service connections; erection of the steel frame system, formation of lift shafts and stair cores and floors; external brickwork and internal blockwork is underway. The Hub is due to be completed in October 2022.
- 4.6 The Gorton Hub is designed to be sustainable, and to achieve a BREEAM Rating of Excellent. The scheme includes passive fabric measures, including improvements to the thermal performance and air tightness above and beyond those required by Part L of the Building Regulations. The mechanical and electrical services have been designed to minimise direct energy consumption and carbon emissions, with particular emphasis on boiler efficiency, high efficiency air to air heat pumps, LED lighting and lighting controls, low energy motors in pumps and fans and heat recovery across systems. A large solar panel array of c500m<sup>2</sup> is on the roof of the building will support the building's energy needs. The scheme also includes cycling provision. The scheme will replace a number of properties that are of poorer quality and are poor performers from an energy efficiency perspective.
- 4.7 Construction partner Morgan Sindall are delivering on a number of social value commitments as part of the project. Some recent examples include:
- Engaging local groups, such as the local history group, and supporting the Manchester Institute of Gymnastics with their Covid management plan;
  - Cleaning up the land around Gorton Library;
  - Developing a virtual work experience event in conjunction with The Manchester College;
  - Holding local recruitment events in Gorton;
  - Engaging y5 pupils from St James CE academy, including a poster competition and hosting a site visit to sign the steel frame;
  - Donating 15 bags of toys to the Oasis Centre at Christmas, and a defibrillator to the local community.
- 4.8 The Project Team are working with the construction partner to facilitate some site tours for the Partnership Board and ward Members in April 2022. Members of the Committee are welcome to participate in these tours.

## **5.0 Recommendations**

- 5.1 The Committee are asked to note the progress made in delivering the Gorton Hub.