



Manchester Partnership Board

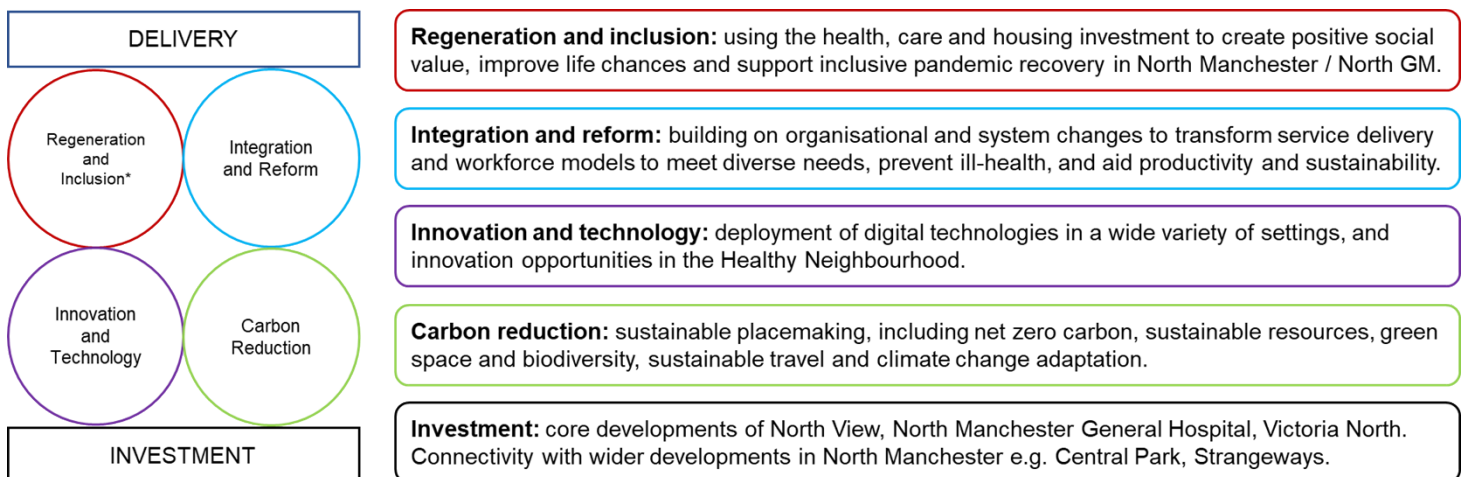
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Date of paper:	<p>29 February 2024</p>
Subject:	<p>North Manchester Strategy Programme Update</p>
Recommendations:	<p>Manchester Partnership Board is recommended to note the update; note the links to wider system work; and continue to support the partnership work taking place through the North Manchester Strategy</p>





1. Introduction

The North Manchester Strategy programme brings together the partnership work that spans and seeks to maximise the impact of the major capital developments in North Manchester – the healthcare-led North View build and North Manchester General Hospital (NMGH) site redevelopment; and the residential-led Victoria North development. These developments have a combined value of around £4.5bn over a twenty year timeframe and present a significant opportunity to improve services and outcomes in a manner that stimulates civic regeneration, addresses inequalities and grows prosperity in and around North Manchester. It is an opportunity to take a place-making approach that leverages partners’ collective influence as Anchor institutions to shape services and places that support good health and wellbeing into the future and, as such, this work is a place-based exemplar of the city’s Making Manchester Fairer approach. The North Manchester Strategy is framed around a series of thematic priorities as shown below and it features in Manchester Partnership Board’s priorities given the significance of the healthcare-led regeneration taking place. This paper updates Manchester Partnership Board on the progress made during 2023/24.



*Formerly Levelling Up and Recovery

2. Programme arrangements

Delivery of the North Manchester Strategy is a system enterprise that draws on leadership and delivery capacity from multi-agency partners. The North Manchester Strategy Board (NMSB) is responsible for the strategic direction and oversight of the North Manchester Strategy and its associated programme of work. The NMSB is comprised of political and officer leadership from Manchester City Council, NHS Greater Manchester Integrated Care (Manchester), Manchester University NHS Foundation Trust, Manchester Local Care Organisation, and Greater Manchester Mental Health NHS Foundation Trust. The NMSB is complementary to the governance arrangements for each of the major capital developments that come under the umbrella of the strategy. It has a reporting line to Manchester Partnership Board in keeping with the North Manchester Strategy being a feature of





Manchester Partnership Board's priorities.

Partners agreed to establish a North Manchester Strategy Team (Programme Management Office) to bring additional capacity to aid delivery of the partnership work under this programme. The role of this team is to:

- Work with system leaders to set the policy direction for the North Manchester Strategy
- Convene and coordinate multi-agency activity to deliver the North Manchester Strategy
- Lead and contribute to the definition, development and delivery of priority products / work and funding strategies
- Identify and manage interdependencies with city, Greater Manchester and national policies and strategies
- Programme manage the North Manchester Strategy Programme, including governance, assurance, and evaluation

The North Manchester Strategy Team (Programme Management Office) has been recruited, with all appointees due to be in post by 1 April 2024. The Team is employed by Manchester University NHS Foundation Trust and hosted in Manchester Local Care Organisation under the Director of Strategic Planning and Reform. As the Team works on behalf of the system, it reports to the Director of Public Health / Strategic Director of Population Health as the Senior Responsible Officer for the programme and is accountable to the Place Based Lead for Manchester.

The Team is funded by system resource which in the long-term has been earmarked to support the running costs associated with the proposed NMGH redevelopment's Health and Wellbeing facility. NMSB has agreed that the resource will be in place for the North Manchester Strategy programme and associated team until the funding is required to be used for its original purpose, currently anticipated to be 2030.

3. Capital investments

3.1 North View

Greater Manchester Mental Health NHS Foundation Trust's North View development provides £105.9m of investment to replace the existing Park House mental health inpatient unit, in line with the government's strategy to eradicate the use of dormitories in mental health services. North View will provide significantly improved facilities in a purpose-built therapeutic environment that will enhance the experience of service users and staff. Its redeveloped model of care will also support a reduction in the average length of stay and contribute to the elimination of out of area placements.

North View forms an integral part of the wider NMGH redevelopment plans. Construction of North View commenced in August 2022. It is expected to be completed in August 2024, with





the building anticipated to be operational by the end of 2024. Service users and carers continue to be engaged in the delivery of North View, including in relation to interior design, arts and the model of care.

In November 2023, the development welcomed the then Secretary of State for Health and Social Care, The Rt Hon. Steve Barclay MP, for an unscheduled site visit.

3.2 North Manchester General Hospital redevelopment

Manchester University NHS Foundation Trust’s redevelopment of the NMGH site is part of the government’s New Hospital Programme, which aims to complete 40 new hospitals by 2030. The NMGH site redevelopment master plan takes a campus approach that seeks to improve health and wellbeing through the provision of hospital and wider health, care and wellbeing facilities; high quality residential and commercial provision; and green spaces. A key part of the master plan is the Healthy Neighbourhood, and an update on work to develop this concept is included at section six of this paper.

The Trust has been successful in drawing down over £70m from the New Hospital Programme to date to fund critical enabling works on site and to prepare the site for the new hospital. With the support of the North Manchester Strategy partnership, the Trust has progressed the redevelopment scheme through the achievement of key milestones including the development of the masterplan, the completion of Enabling Works Phase 1 and the handover of the former Trust Headquarters site to Greater Manchester Mental Health NHS Foundation Trust. The following table sets out the key milestones achieved.

NMGH Redevelopment Milestones		Date Achieved
1	NMGH announced as part of the Health Infrastructure Plan	October 2019
2	Strategic Outline Case approved by Department of Health and Social Care	August 2020
3	Initial Enabling Funds approved for NMGH	August 2020
4	NMGH Outline Business Cases submitted	January 2021
5	Strategic Regeneration Framework endorsed by Manchester City Council’s Executive Committee	March 2021
6	NMGH Multistorey Car Park and Cycle Hub planning approval secured	March 2021
7	NMGH becomes part of the Manchester University NHS Foundation Trust Group	April 2021
8	North Manchester House (decant of Trust Headquarters) operational	November 2021
9	Handover of former Trust Headquarters site to Greater Manchester Mental Health NHS Foundation Trust	August 2022
10	NMGH Multistorey Car Park and Cycle Hub operational	September 2023

In August 2023 the Trust welcomed Lord Nick Markham, Parliamentary Under Secretary of State (Minister for the Lords), and members of the New Hospital Programme team to a visit at NMGH.



The Trust is working with the New Hospital Programme and local system partners to confirm the funding envelope and timetable linked to the NMGH redevelopment in order to meet the national timeline for a 2030 completion date for the major works. In preparation, the Trust has submitted an application to the New Hospital Programme for programme fees that would fund the required internal and external team to progress the design and complete the Outline Business Case process.

3.3 Victoria North

Victoria North is a joint venture between Manchester City Council and Far East Consortium which will deliver around 15,000 homes during the 2020s and 2030s. At 155 hectares, it is one of the largest regeneration projects in the country, reaching from Victoria Station to Collyhurst. The programme presently has three main areas of focus:

- Collyhurst (Collyhurst Village and South Collyhurst): up to 3,000 homes could be delivered over 15 years. Phase one is on site, comprising 274 new homes (including 130 for social rent) and a park. Collaborative work with health and education partners is informing planning for social infrastructure
- Red Bank: around 5,500 homes and accompanying social infrastructure could be delivered in this area in to the 2030s and £51.6m Housing Infrastructure Funding has been secured to enable the repurposing of this brownfield land. 634 homes are on site at Victoria Riverside
- Sandhills: up to 2,500 homes could be provided here, along with the potential for a new neighbourhood district centre anchored by a proposed new Metrolink stop which could provide opportunities for the integration of a range of social infrastructure

As illustrated above, the Victoria North development presents several opportunities for the provision of new social infrastructure like health and education facilities. These opportunities are being explored with partners, taking account of population modelling projections and the potential relationships with other pipeline developments in North Manchester, including the Strangeways and Cambridge Strategic Regeneration Framework and Manchester City Council's District Centres Programme.

4. Regeneration and inclusion

4.1 Social value delivery

The North Manchester Social Benefit Framework articulates social value priorities, opportunities and outcomes around which partners are mobilising their social value efforts. This has been adopted by the major parties working across the North Manchester Strategy. The framework spans the five themes of education, employment and skills; health and wellbeing; community resilience; digital; and zero carbon 2038. A wide range of activities have taken place across these themes and, in the period from April 2021 to 30 September 2023 (the latest timescale for which data is available), the following cumulative social value measures have been reported:

- 2,553 jobs. 14% secured by North Manchester residents. 45% secured by residents



from North Manchester, Manchester, Bury, Oldham, Rochdale, Salford

- 54 apprentices employed
- 100% of employees across all projects paid the Real Living Wage
- 3,110 hours of volunteering
- 25m (£25,341,799) monetary value of social value activity to date

4.2 Inclusive communications and engagement

The North Manchester strategy is underpinned by ambitions to partner differently and more deeply with communities. As such, the other immediate priority under the 'regeneration and inclusion' theme is the development of the next iteration of the programme communication, engagement and involvement plans. In the coming years, programme partners will be undertaking a wide range of communication and involvement activities with audiences including patients / service users, voluntary sector organisations, residents and the wider public and it is important for this to take a coordinated approach. In addition, there are opportunities for the programme to support the Locality to test new ways of working with communities through mechanisms such as the Health Determinants Research Collaboration and Making Manchester Fairer Communities and Power. Opportunities will be built into the plans as they develop.

5. Integration and reform

The integration and reform theme brings together a range of work relating to service development and transformation. A core element of this is the development of the Target Operating Model (TOM) for NMGH, which Manchester University NHS Foundation Trust is progressing as part of the redevelopment business case. This work seeks to describe how services will function in the future and the capabilities needed to deliver them. Linked to this, a first stage of work has been undertaken to understand how community services and pathways operate and need to operate in the future across the NMGH footprint – Manchester, Bury, Rochdale, Oldham and Salford – in order to enable the NMGH TOM and redevelopment plans. This work sought to understand how interventions in the community impact demand and capacity in NMGH and to identify opportunities for future areas of focus to enhance interfaces between community-based services and secondary care. For Manchester, the next steps from this work will be aligned to the further testing and development of the NMGH Wellbeing Hub concept as part of the redevelopment business case and an exploration of the service innovation opportunities of the Healthy Neighbourhood. It is important that this work is situated in the context of current city / Greater Manchester service transformation plans and the wider financial context, and there are multiple links to be made with work that is taking place elsewhere in the system.

Also of relevance to the future wellbeing model development is a three year £400k pilot which Manchester Youth Zone is undertaking to explore the health impact of youth services as a vehicle for social prescribing. Funded by a national youth charity, the North Manchester Strategy Programme supported the bid with match funding and partnership input, which was





a particular strength of the application. During 2023, Manchester Youth Zone tested tools and interventions with young people from its service user cohort to inform the project. This revealed a wide range of issues that have the potential to be supported through early intervention and social prescription. Manchester Local Care Organisation is working with Manchester Youth Zone in preparation for a launch of the pilot with GPs during 2024. The learning from this work will help to inform the model of health and wellbeing services in North Manchester and beyond.

As set out in section 3.3, work is ongoing to define the potential scope, location and investment models of social infrastructure to be delivered through the Victoria North development. In doing so, partners are considering the relationship between the service models / infrastructure at Victoria North, the NMGH site and, additionally, the wider range of potential developments that have come into the regeneration pipeline in North Manchester in recent months. This includes emerging development plans for Strangeways and several District Centres across the north of the city. Partners are working to develop a joined up approach to service planning and infrastructure investment across the pipeline in North Manchester, exploring the potential of upcoming development opportunities in the context of population forecasts; needs assessments; existing social infrastructure; service implications and funding strategies. Partners are working with the Locality Strategic Estates Group on this work. The scale and timing of opportunities in the north of the city lends itself to a North Manchester place-based approach but learning is emerging which could inform a citywide approach.

6. Innovation and technology

6.1 The Healthy Neighbourhood

A key part of the NMGH site redevelopment masterplan is the Healthy Neighbourhood concept, which responds to the North Manchester Strategy by seeking to utilise Trust land to facilitate the development of a mixed generation neighbourhood with a focus on wellbeing to meet the needs of the North Manchester community whilst also maximising the research and development opportunities the new campus will provide. The area includes significant areas of open space and will physically link to the existing residential streets and Crumpsall Park.

The Trust commissioned Manchester Metropolitan University to work with a range of stakeholders to develop the concept of the Healthy Neighbourhood. The work concluded in May 2023 and identified 'six innovations' that could be delivered as part of the Healthy Neighbourhood, as shown below. Work will be progressed through 2024 to inform potential development briefs to shape the redevelopment business case:

- Co-produced civic institutions
- A distributed care model
- Diversity and flexibility in residential typologies
- A coordinated social infrastructure
- Destination and connector beyond the General Hospital





- Research, development and digital infrastructure

A potential anchor element of the Healthy Neighbourhood is the (International) Centre for Action on Healthy Ageing ((I)CAHA), a developing research and innovation partnership led by Greater Manchester Combined Authority and including the NHS, universities, Greater Manchester agencies and businesses. This aims to drive innovation that improves population health across the life-course, enabling people to keep well and live independently in their own homes and communities. This could be achieved through research and development being integrated into all aspects of the Healthy Neighbourhood vision, such as novel assistive technologies, new models of care, and new residential typologies and designs. ‘Think’ consultancy has been appointed to lead the next steps for the (I)CAHA development, focusing on the formation of the ‘value proposition’ and an associated funding strategy. This piece of work is expected to conclude in May 2024.

6.2 Academic collaborations

The North Manchester Strategy benefits from strong relationships with academic partners, particularly with Manchester’s two universities. Multiple academic collaborations are taking place within the programme, as illustrated below:

- The development of the Healthy Neighbourhood concept and the (International) Centre for Action on Healthy Ageing proposition, as referenced above at 6.1
- Hosting Manchester Metropolitan University Leverhulme Unit for the Design of Cities of the Future (LUDeC) PhDs; one exploring the River Irk Valley at Victoria North; another researching the role of networks in engagement with the NMGH redevelopment
- Partnering with the University of Manchester in a funding application for a CASE PhD studentship for collaborative research. If funded, this would research, “Healthy ageing and urban regeneration: improving the lives of older people living in lower income neighbourhoods”, with a North Manchester spatial focus. A decision on the application is expected in early summer 2024
- Working with the University of Manchester to inform a long-term approach to measuring the impact of large-scale regeneration in the form of a ‘Flourishing Index’ – an asset-based approach focused on the things that shape health and wellbeing
- Working with the National Institute for Health and Care Research Applied Research Collaboration (Greater Manchester) to undertake a rapid review of research examining the effects of place-centred strategies to improve health and reduce health inequalities. This is due to report in the spring and will build the evidence base for our work in North Manchester

7. Carbon reduction

Carbon reduction and wider environmental sustainability plans are embedded in each of the capital developments. Identification of collaborative priorities under this theme will be progressed for the 2024/25 year.





8. Recommendations

Manchester Partnership Board is recommended to note the update; note the links to wider system work; and continue to support the partnership work taking place through the North Manchester Strategy.

