

Health Scrutiny Committee

Minutes of the meeting held on 17 July 2024

Present:

Councillor Green – in the Chair

Councillors Curley, Johnson, Karney, Marsh, Muse, Reeves and Sarwar

Apologies: Councillors Hilal and Judge

Also present:

Councillor T. Robinson, Executive Member for Healthy Manchester and Adult Social Care

Councillor Chambers, Deputy Executive Member for Healthy Manchester and Adult Social Care

Sarah Griffiths, North Manchester Strategy Lead & Head of Programme Management Office, Manchester Local Care Organisation

Deborah Goodman, Associate Director of Operations, Greater Manchester Mental Health NHS Foundation Trust

Michelle Humphreys, Director of Strategic Projects, Manchester University NHS Foundation Trust

Gordon Reid, Assistant Director of Primary Care, Primary Care Commissioning, NHS Greater Manchester Integrated Care

Tom Rafferty, Director of Strategy, Manchester University NHS Foundation Trust

Darren Banks, Chief Strategy Officer, Manchester University NHS Foundation Trust

Professor Bernard Clarke, Acting Joint Group Chief Medical Officer, Manchester University NHS Foundation Trust

Dr Sohail Munshi, Chief Medical Officer of Manchester and Trafford Local Care Organisations

HSC/24/25 Healthcare Led Regeneration

The Committee considered the report of the Deputy Place Based Lead for Manchester that provided an update on the work taking place to deliver Manchester Partnership Board's priority relating to healthcare led regeneration. The first part of the report provided an update on the North Manchester Strategy and the healthcare developments contained within this, including the North View mental health build (reprovision of Park House) and the redevelopment of the North Manchester General Hospital site. The remainder of the report focuses on the other hospital sites in the city and plans for the primary care estate in Manchester.

Key points and themes in the report included:

- Providing an update on the delivery of the North Manchester Strategy, the system programme of work that sought to maximise the impact of major health and housing led developments in the north of the city. These were:
 - North View mental health build (reprovision of Park House).
 - North Manchester General Hospital (NMGH) site redevelopment.
 - Victoria North housing led development.
- An update on hospital developments in Central and South Manchester; and

- Primary and community estate developments.

Some of the key points that arose from the Committee's discussions were:

- Welcoming the scale and ambition described, noting that this represented a once in a lifetime investment opportunity in North Manchester;
- Local Councillors, as elected local community leaders needed to be routinely included in all conversations and consultations as the scheme developed, adding that this topic should be included as part of ward coordination meetings with relevant officer representation;
- Expressing disappointment that only 14% of jobs had been secured by North Manchester residents across North View, the NMGH redevelopment and Vicotria North between April 2021 and 31 March 2024;
- Did Black, Asian and Minority Ethnic (BAME) residents benefit from employment and training opportunities;
- Recognising that social prescribing was an important tool as a preventative measure, particularly in regard to mental health;
- Requesting an update on the Hospital 2.0 programme; and
- Did any programme of planned works to improve Primary Care provision take into consideration anticipated population growth across the city.

The North Manchester Strategy Lead & Head of Programme Management Office, Manchester Local Care Organisation noted the comments regarding job creation, adding that the 14% figure was an improvement from the 6% previously reported. She stated that the focus had been on North Manchester residents, working in conjunction with the Council's Work and Skills Team, local schools and colleges and businesses. She added that BAME residents and communities experiencing exclusion were prioritised to benefit from the social value and employment opportunities. She commented that a challenge remained regarding obtaining data from contractors in relation to this activity. She further noted the repeated comments made for improved connection and dialogue with local Councillors and said this would be progressed following this meeting. She said that community engagement did take place using a variety of methods, including utilising existing Sounding Boards; Health Forums and the local Neighbourhood Teams. In regard to the comment made regarding social prescribing and the benefits to mental health, she stated that this was understood and the work of Programme partners that were supporting the Manchester Youth Zone in its three-year pilot exploring the health impact of youth services as a vehicle for social prescribing was an exciting opportunity to deliver this programme, adding that this was year one of a three year project.

The Director of Strategic Projects, Manchester University NHS Foundation Trust said that a pipeline of works were progressing as part of the new hospitals programme adding that the Trust was currently awaiting sufficient detail on Hospital 2.0 to achieve the alignment required and to develop a delivery timeline for the scheme. With specific reference to the Wythenshawe site, she said that conversations were currently ongoing with NHS England to explore opportunities to accelerate development using available land in conjunction with other developments in the local area.

The Executive Member for Healthy Manchester and Adult Social Care said that conversations with the new Secretary of State for Health and Social Care to deliver the Hospital 2.0 programme once the spending envelope was finalised would continue and gave a commitment that all local Councillors would be kept informed of those developments. He further suggested that members of the Committee may wish to undertake visit the new North View development.

The Assistant Director of Primary Care, Primary Care Commissioning, NHS Greater Manchester Integrated Care stated that the activity described in relation to Primary and Community estate developments did take into consideration population growth modelling, and this analysis informed the prioritising of projects over the next 10 years, both in terms of short, medium and long term planning.

Decision

The Committee recommend that the Chief Executive of Manchester City Council provide a briefing note to the Health Scrutiny Committee to describe what is being done to improve the figure of only 14% of North Manchester residents securing jobs across North View, the NMGH redevelopment and Vicotria North.

HSC/24/26 Manchester University NHS Foundation Trust Strategy – Where Excellence Meets Compassion

The Committee considered the report of the Director of Strategy, Manchester University NHS Foundation Trust (MFT) that provided a summary of the new 5 year strategy for the organisation, 'Where Excellence Meets Compassion' that had been approved by the Board of Directors in March 2024.

Key points and themes in the report included:

- Providing an introduction and overview of the development of the strategy;
- Describing the five aims and objectives of the strategy;
- Listing the refreshed organisational values;
- Discussion of the alignment of the strategy with locality plans, noting that care had been taken to ensure that the strategy aligned with, and supported the delivery of, wider plans in the health and care system; and
- Providing examples of a range of key initiatives and service developments through which the aims and objectives described would be delivered.

Some of the key points that arose from the Committee's discussions were:

- Welcoming the strategy, adding that it was very clear and articulated the aims, values and ambitions of the Trust;
- Recognising that the Trust was a large employer and all staff needed to engage with the strategy;
- Recognising and supporting the integration and partnership approach to delivering services to improve health outcomes for residents;
- The Committee paid tribute to all staff working in the NHS and acknowledged the daily challenges and pressures they experienced;
- Welcoming the emphasis placed on preventative work;

- Welcoming the work described to address health inequalities;
- The Council should use all available levers to engage with the Government on the issues of smoking, alcohol related harm and the unregulated food industry; and
- What was being done to reduce the Trust's carbon emissions.

The Chief Strategy Officer, Manchester University NHS Foundation Trust commented that the feedback received from staff had been very positive. He added that a range of initiatives had been introduced to support staff, recognising that the organisation was rooted in the local community and staff were recruited from the local population and they experienced the same challenges and health inequalities as everyone else.

The Chief Medical Officer of Manchester and Trafford Local Care Organisations referred to the positive experience of the consultation exercise that had been undertaken to develop the strategy. He confirmed that that the views expressed during the process were captured and articulated in the strategy. He further informed the Members on the positive relationship, both formal and informal that existed in Manchester between Primary Care and the Trust.

In response to comments expressed by a Member regarding the staffing levels at Manchester Royal Infirmary, the Acting Joint Group Chief Medical Officer, Manchester University NHS Foundation Trust stated that this was closely monitored and managed and that he would address the specific concerns raised outside of the meeting. The Chief Strategy Officer, Manchester University NHS Foundation Trust added that the recruitment and retention of staff was a national issue and not unique to Manchester. He said that the status of staffing levels was routinely reported to the Board.

The Chief Strategy Officer, Manchester University NHS Foundation Trust said that MFT had a sustainability strategy, 'The Green Plan' that had priorities across 10 key areas of focus to meet their ambitions for carbon reduction.

In concluding this item of business, the Chair acknowledged the positive work that was presented in the strategy, and she thanked all those involved. She commented that in any future update reports the Committee would like to see examples of the impact and outcomes of this strategy included.

Decision

To note the report.

HSC/24/27 Progress update on the development of the Our Manchester Strategy 2025-2035

The Committee considered the report of the Assistant Chief Executive that provided an update on the development of a new Our Manchester Strategy 2025-2035. A project team and steering group was formed in late 2023 ahead of the phase 1 engagement being launched in early 2024. The report provided a summary of the approach to engagement, the overall phase 1 engagement reach and a summary of the findings that are most relevant to the work of the Committee.

Key points and themes in the report included:

- Providing an introduction and background, describing that the Our Manchester Strategy 2025 was the ten-year strategy for the city and the current Our Manchester Strategy was due to expire in 2025;
- Officers had completed the first phase of development for the next Our Manchester Strategy for 2025 to 2035; and
- Providing an update on the activity undertaken to date, a summary of the outputs from the first phase of the development for the new strategy, and a summary of the next steps.

Some of the key points that arose from the Committee's discussions were:

- Welcoming the report, recognising this presented a significant 'you said, we did' opportunity;
- Noting that residents would identify with different parts of the city;
- Noting that residents in different parts of the city would have different experiences and challenges and these would inform their priorities;
- A breakdown of responses and subsequent analysis by ward would be of interest to Members, adding that ward level analysis could inform ward co-ordination; and
- How would the Our Manchester strategy address issues such as mental health and unemployment experienced by the BAME community.

The Assistant Chief Executive informed the Committee that specific and targeted engagement had been undertaken with specific communities and the details of these were appended to the published report. He said that the report that would be submitted to the October meeting would include further analysis. He stated that the Our Manchester Strategy was an overarching strategy for the city that then informed a number of bespoke strategies, including but not restricted to the Making Manchester Fairer Strategy, the Anti-Poverty Strategy, the Manchester Work and Skills Strategy and the Manchester Housing Strategy. He described that Manchester City Council produced an annual report that detailed how it had complied with its duties under the Equality Act 2010 and this was presented to the Communities and Equalities Scrutiny Committee.

The Executive Member for Healthy Manchester and Adult Social Care paid tribute to the significant amount of work undertaken by the Assistant Chief Executive and the team in developing this work. He stated that this work provided a framework on which the Committee can continue to scrutinise him and the delivery of other health related strategies.

The Chair in concluding this item of business recognised the significant amount of work undertaken by officers to progress this work.

Decision

To note the report.

HSC/24/28 Overview Report

The report of the Governance and Scrutiny Support Unit which contained key decisions within the Committee's remit and responses to previous recommendations was submitted for comment. Members were also invited to agree the Committee's future work programme.

Decision

The Committee notes the report and agrees the work programme.