GREATER MANCHESTER CALL FOR EVIDENCE ON INCLUSIVE GROWTH – FULL REPORT

Contents

1. INTRODUCTION ........................................................................................................................................... 3
   1.1 The Call for Evidence .......................................................................................................................... 3
   1.2 Local Strategy ....................................................................................................................................... 3
   1.3 Preconditions for Success ................................................................................................................. 5
   1.4 The Role of the VCSE Sector ........................................................................................................... 6
2. BUILDING HIGH EMPLOYMENT STANDARDS ...................................................................................... 8
   2.1 Fair Employment .............................................................................................................................. 8
   2.2 Social Value ......................................................................................................................................... 9
3. CONNECTING PEOPLE TO OPPORTUNITIES (EDUCATION, TRAINING AND EMPLOYMENT) AND
   ENCOURAGING CAREER PROGRESSION ............................................................................................... 12
   3.1 Education, Training and Employment Opportunities for Young People ...................................... 12
   3.2 Employment and Pre-employment Support .................................................................................... 14
   3.3 Developing Digital Skills ............................................................................................................... 15
   3.4 Career Progression .......................................................................................................................... 17
   3.5 Promoting Enterprise ...................................................................................................................... 18
   3.6 Transport ........................................................................................................................................... 19
4. TRANSFORMING SERVICES TO BETTER SUPPORT THOSE WITH INTENSIVE OR SPECIALIST NEEDS
   .............................................................................................................................................................. 22
   4.1 The Greater Manchester Ambition .................................................................................................... 22
   4.2 Background ........................................................................................................................................ 22
   4.3 Our Reform Programme .................................................................................................................. 23
   4.4 Delivering Reform – Working Well .................................................................................................. 24
   4.5 Delivering Reform – Troubled Families .......................................................................................... 25
   4.6 Delivering Reform – Early Years ..................................................................................................... 28
   4.7 Delivering Reform – Place-based Integration .................................................................................. 30
   4.8 Health & Social Care Reform .......................................................................................................... 32
   4.9 The GM approach ............................................................................................................................ 32
   4.10 Broader Service Transformation ................................................................................................... 36
   4.11 Workforce Reform & Behaviour Change ......................................................................................... 39
5. MAKING COMMUNITIES MORE RESILIENT & HEALTHY (HELPING PEOPLE TO DO MORE FOR THEMSELVES) ......................................................................................................................... 41

5.1 New Investment Models ................................................................................................................. 41

5.2 A new relationship between public services and citizens and communities ...................... 42

5.3 Ageing ............................................................................................................................................. 44

5.4 Building Community Capacity - Food .......................................................................................... 46

5.5 Building Community Capacity – Green Infrastructure ................................................................. 47

5.6 Building Community Capacity – Health & Wellbeing ................................................................. 48

5.7 Building Community Capacity - Education .................................................................................. 50

5.8 Building Community Capacity – The Arts ................................................................................... 51

6. REGENERATION ............................................................................................................................... 52
1. INTRODUCTION

1.1 The Call for Evidence

1.1.1 In preparation for our submission to the RSA Inclusive Growth Commission the GMCA conducted a Call for Evidence from partners within Greater Manchester. The call for evidence aimed to gather evidence from around GM of innovative social initiatives and strategies which improve the Life Chances of GM residents and draw conclusions on how to encourage and develop strong and resilient communities, well placed to contribute to and access the benefits of economic growth.

1.1.2 The Call for Evidence was led by representatives of each locality on the GM Public Service Reform Operational Group, they were asked to coordinate a response from all partners in the locality to the following two questions:

1. What locally-led initiatives and strategies are in place which provide opportunities in the most disadvantaged communities in GM? What evidence exists locally of the impact of these approaches?
2. What examples of activity exist where there is evidence of impact on health, education and other outcomes which make communities and individuals more resilient and able to contribute to, and benefit from, growth?

Localities were asked to restrict their response to activity undertaken within the last five years.

1.1.3 This approach was taken in order to manage the volume of responses and ensure that the responses represented the most innovative and well evidenced activity taking place. An inevitable consequence of this is that the responses are largely focussed on public sector led and funded initiatives. The information presented here represents a snapshot of the key activity underway and attempts to provide a cross-section across the breadth and range of that activity in the context of Greater Manchester’s strategic priorities for reform.

1.1.4 Responses were provided by each of the ten GM localities, we also received separate submissions from a range of arts organisations within GM (coordinated by MCC Culture), Transport for Greater Manchester and a number Lottery funded programmes.

1.1.5 The evidence has been structured under five broad thematic headings, however they are not mutually exclusive and there is clear connectivity between each of the themes and in many cases the evidence is relevant to more than one theme.

A. Building high employment standards
B. Connecting people to opportunities and encouraging career progression
C. Transforming services to better support those with intensive or specialist needs
D. Making communities more resilient and healthy
E. Regeneration

1.1.6 If you would like further information about any of the initiatives described in this document please contact us via email (gmpsr@manchester.gov.uk).

1.2 Local Strategy

1.2.1 As part of their responses a number of localities described how inclusive growth is embedded in their local strategies. For example Bury have recently launched their Life Chances Commission. The commission has been established to generate evidence from a wide range of stakeholders in order to map local activity, celebrate what works and to understand what further work can be done.
The Commission seeks to understand how inclusive growth across GM can and should have a positive impact on their deprived neighbourhoods, ensuring residents can access the right skill sets for future employment. Its principal objective is to consider how the local authority, partners and stakeholders can work together to better align education, skills and employment. The ultimate outcome is that the skills and life chances of the population of Bury will be improved. The Commission will seek to be as concrete as possible, attaching its prestige to specific changes and improvements. The Commission is currently gathering evidence and seeks to present a report in early 2017.

1.2.2 Manchester’s approach for the last ten years has been focused on how to connect more residents of the city to the opportunities of that growth – through reforming public services, supporting economic growth, and building attractive places to live and work. Inclusive growth seeks to change the nature of local economies so that a fairer and more equal distribution of opportunities and benefits becomes a prerequisite for a flourishing economy.

1.2.3 This focus is clear within the new Our Manchester Strategy, which sets the ambitions for the city for the next ten years to 2025, and within the forthcoming Family Poverty Strategy and Children and Young People’s Plan. The Strategy, alongside the Our Manchester approach, represents Manchester’s continuing focus on services at a local level. Critical to Manchester’s future success will be its reputation as a great place to live, to work and to socialise, supported by high quality universal services that everyone is able to access.

1.2.4 The consultation for the Strategy reached thousands of people, who called for Manchester to be:

- Thriving – creating great jobs and healthy businesses;
- Filled with talent – both home-grown talent and attracting the best in the world;
- Fair – with equal chances for all to unlock their potential;
- A great place to live – with lots of parks, green spaces and things to do; and
- Buzzing with connections – including world-class transport and broadband.

1.2.5 The Our Manchester Strategy developed these ambitions into 64 priority actions that Manchester’s people and organisations have agreed to work towards delivering together via the Our Manchester Forum (previously the Leaders Forum).

1.2.6 Similarly Trafford have set out their Vision 2031; ‘No Nobody held back, Nobody left Behind’, which will impact social and economic inequalities with the aim of equalising opportunities for all current 5 year olds in Trafford as they reach maturity. The Plan will have two main purposes:

- ‘to help people to help themselves and each other’, and
- ‘to create places where people want to live, work, learn and relax’.

1.2.7 Using a raft of data and intelligence about the borough and the challenges it faces, Trafford have identified 7 high level borough-wide interventions which will reduce inequalities and shape Trafford for the future of all its residents and visitors.

The interventions focus on the following:

- shaping Trafford as a beacon for sports, leisure and tourism for all;
- creating and connecting visitor destinations of choice;
- providing excellent leisure and sporting facilities;
- maximising green belt;
- continuing to promote Trafford as a significant economic centre for the North West;
- bringing forward new housing development at pace;
- cross-sector co-design and co-delivery of services which empower and enable residents, communities and businesses to do more for themselves and each other;
• empowering, enabling, promoting and supporting behaviour change amongst residents and staff across all sectors under our Be Bold, Be Responsible, Be Active and other similar emerging campaigns;
• reducing the gap between educational qualifications, skills and the local job market
• Maximising technology to improve lives and productivity.

1.2.8 The intention from the outset is to be able to apply and adapt these borough-wide interventions to the 6 natural ‘towns’ which make up Trafford, to ensure that collective action reflects place as much as strategic intent. Trafford are using the information held within their Data and Intelligence Lab (e.g. our ward profiles) to develop action plans for each place as well as for the borough as a whole.

1.2.9 Salford has developed a strategy for its economic development, *Salford 2025 – a modern global city*, which includes four key, interconnected themes:

- **Transforming places** through investment in outstanding infrastructure, the public realm, housing and neighbourhoods.
- **Stimulating and sustaining economic growth** through developing and improving key employment sites and encouraging business growth
- **Connecting people and opportunity** through improving education, up-skilling communities, achieving high employment standards and fostering aspirations in communities
- **Delivering strategic connectivity** through improving transport infrastructure and digital networks

1.2.10 Salford is also working towards launching new anti-poverty and employment and skills strategies. Both strategies will underpin the city’s approach to inclusive growth. The Anti-Poverty Strategy aspires to give Salford residents the best chance of a poverty free future. Core principles of the strategy include both supporting people currently experiencing poverty and preventing people from falling into poverty in the first place. The Skills and Employment Strategy will overhaul Salford’s approach to create a more joined up offer to address the skills and employment needs of individuals and employers. Priorities for the Skills and Employment Strategy are: young people achieving and progressing in education and work; adults connecting to and progressing in employment and training; and employers creating quality and sustainable opportunities.

1.3 Preconditions for Success

1.3.1 A number of areas identified within their responses a range of preconditions for success of inclusive growth initiatives. The preconditions suggested included:

- **Collaborative leadership and partnerships**; successful initiatives have relied on good collaborations and leadership across a wide range of partners and sectors. A good partnership with clear system leaders is an essential pre-condition.
- **Social resilience**; growing networks of cultural and creative activities may be starting to produce social resilience, where groups mutually support and grow creative capital. This may produce more thriving communities of interest, particularly amongst younger people.
- **Role of the Public Sector**; there is a central role for public sector in making growth more inclusive beyond traditional economic development and regeneration activity – through social value procurement and supply chain management creating job and training opportunities, and by providing a place leadership role that champions high employment standards
- **Economic development strategies allied to community development**; physical proximity to economic growth and effective transport infrastructure is highly important to allow communities to connect to areas of high job density; however a broader strategy is necessary to ensure that the barriers faced by excluded communities are addressed. These
can be deeply embedded and are often intersecting, issues such as poverty, poor health and low skills often going hand in hand

- **The VCSE sector as a strategic delivery partner;** the VCSE sector should be seen as an important provider of social and structural capital in disadvantaged communities. They are often based placed to engage with the most excluded residents particularly in providing education and training, health improvement, volunteering and work experience project which can move participants closer to the labour markets.

### 1.4 The Role of the VCSE Sector

1.4.1 Given the extent of their expertise and contribution to this agenda GM Centre for Voluntary Organisations (GMCVO) and the GM Voluntary Sector and Social Enterprise (VCSE) Reference Group are submitting evidence to the RSA independently from the GMCA. They have also submitted a summary response to the GM Call for Evidence which draws out the role of the VCSE in driving inclusivity, and some of the best examples of how this has been evident locally. This is summarised below.

1.4.2 The VCSE sector in GM is an asset that creates strong resilient communities and an existing strength than could be built on. Successful implementation of a public service reform strategy and an inclusive economic model will require voluntary action on a considerable scale – we define voluntary action as *“people looking after themselves and each other, by organising into groups with a common purpose”*. Ensuring the involvement of our existing voluntary, community and social enterprise (VCSE) sector and fostering targeted development of new and additional voluntary action, enterprise and volunteering is a crucial enabler.

1.4.3 GM already holds 15,000+ VCSE organisations – of which more than 80% manage on less than £10k pa and are not reliant on public money. About ¾ of this sector is focused on enabling people to help themselves and each other. Many are also working with partners to change systems that create unequal outcomes and work directly with people affected - addressing homelessness, addiction, hunger, poverty and abuse. 90% of organisations report experiencing increasing demand and/or identifying unmet needs. Collectively the VCSE sector has an annual turnover of £1 billion, 23,600 whole-time equivalent paid staff, and 330,000 volunteers worth a further £947 million per year. Collectively, it makes 21.2 million interventions with people in GM/c each year.

1.4.4 VCSE Reference Group’s critical success factors in building strength and resilience across communities:

- **Consult; co-design; co-deliver.** Include the people concerned from the beginning. People treated as equal partners in creating and delivering the solution. Requires ceding of authority and resources to people at the heart of the issue.

- **Invest in the social and human capital (‘real’ social value) -** Who is involved, and the principles and approach to the intervention are as important as what is done. The process of achieving every outcome should also build social capital and therefore have multiplier effects.

- **Social movements emerge from society** – Its only people themselves that can start and sustain a social movement. To enable this, we must devolve decision making and support activity at the very micro level, trusting others and supporting their growth will build sustainability and the mobilisation of currently unknown, untapped potential and resources. Public sector can create the conditions that would encourage and enable this e.g. remove identified barriers, provide money if needed, provide information if needed.

- **Support multiple and diverse local projects, rather than ‘scaling up’** – Whilst we need system wide change and radical reform, ‘scaling up’ can lead to standardisation and the unintended consequences of dis-empowerment and ultimately dis-engagement by local people. Models of scaling up or across that recognise this will be more effective in developing resilience within communities and sustaining this. Effective infrastructure is of
course still required to underpin and mobilise this and can provide the framework to be accountable, manage and develop this from.

- **Play to strengths and work in partnership** - No one organisation or sector can address these big issues – take multi-sectoral approaches with each playing to their strengths.

Some examples of current projects/initiatives that we can learn and build from:

1.4.5 There are thousands of examples of initiatives and examples from across the VCSE sector of people taking action, and not only changing their lives for the better, but those for their neighbours or community too. Learning from the micro, community led action and understanding the key components that contributed to its success warrants meaningful and robust research in its own right. The following are given by way of example only with areas of strength we feel could be built upon:

- **Ambition for Ageing** – addressing social isolation in older people; 24 GM/c neighbourhoods; partnership with MICRA; resources devolved to local institutions; places older people at its centre, ensuring their contribution to civic, cultural and economic life is maximised and fully recognised; early days, looks good, again nationally admired [https://www.gmcvo.org.uk/ambition-ageing-%E2%80%93-programme-summary](https://www.gmcvo.org.uk/ambition-ageing-%E2%80%93-programme-summary)

- **Taking Charge Together** – recent consultation delivered by VCSE sector as part of partnership with Health and Social Care, MEN, Key 2013, Clever Together; focus groups with 1,800+ people asking about enablers and barriers to living healthily; surprising answers and evidence of huge willingness of public to take this on; attracting national attention again. Report attached.

- **Jam and Justice** – research into creating inclusive governance in devolving city regions; co-designed and co-delivered by local groups thus practising its own model; early days; see [https://www.gmcvo.org.uk/jam-and-justice](https://www.gmcvo.org.uk/jam-and-justice) and [http://ontheplatform.org.uk/jam-justice](http://ontheplatform.org.uk/jam-justice)

- **Delivering Change** – testing how local VCSE organisations can be helped to permanently increase capacity to support ex-offenders in the community; small amounts of funding coupled with business development support can enable big permanent increase in capacity. Report attached

- **AddVentures** - testing whether community entrepreneurs in deprived areas benefit from incubation through a fiscal shield model; 15 pilots of which 11 still going 3 years later, 8 jobs created, 3 new enterprises; answer yes - fiscal shield cheap and effective; not recruiting at present due to no funds but see link to website [http://www.gmaddventures.org.uk/](http://www.gmaddventures.org.uk/)

- **CVAT Public Service Hub** case studies and CBA – working as part of the integrated public service hub, local support and development organisation (CVAT) brokered support and spot purchased services from the local voluntary and community sector. The programme called ‘Step Up, Step Out’ delivered significant outcomes for vulnerable children and young people and their families. Report attached.
2. BUILDING HIGH EMPLOYMENT STANDARDS

2.0.1 The Call for Evidence highlighted, two distinct themes of activity in relation to working with local employers to promote inclusivity in their working practices. Firstly, the idea of fair employment; and secondly, the concept of social. Both themes put emphasis on Greater Manchester’s employers to both treat their staff in a fair way, but also have a greater emphasis on the benefits they can bring to the wider communities they operate within.

2.1 Fair Employment

2.1.1 Manchester City Council have established a Living Wage Task and Finish Group to focus on MCC’s own employment procedures (e.g. MCC as a living wage employer) but also to leverage their influence across Manchester’s business community. There is a strong focus on the use of procurement to leverage existing relationships with partners, but equally to signpost businesses towards support and materials about the living wage, including the business case for paying it.

2.1.2 Stockport Council have adopted a similar approach to Oldham, developing a series of Employment and Skills Construction Agreements for all major developments within Stockport, linking schemes and employment opportunities together. These include: the Aurora Project, Redrock, SEMMS A6 Link Road, Stockport Exchange and Woodford Regeneration. Likewise Salford City Council also has a strategic commitment to developing high employment standards in Salford via the Salford Employment Charter, which is supported by more than 40 employers across the public, private and voluntary sectors. The charter asks Salford employers to commit to creating training and employment opportunities (particularly for groups facing disadvantage in the labour market); to promote local employment opportunities; and to encourage learning and development. Charter supporting employers commit to paying the Salford Living Wage of £8.25 an hour and opposing zero hours contracts.

2.1.3 Trafford Council has adopted a similar approach to Manchester City Council to leverage their influence within the local business community. Trafford Park is a large scale industrial park in Trafford; around thirty five thousand people are employed here across one thousand businesses. Trafford Council’s Economic Growth Team, in conjunction with the Greater Manchester Chamber worked to establish a business network across Trafford Park. The network meets quarterly with three principle aims: a business education slot, which consists of a keynote speaker on a relevant business topic, a problem solving slot which promotes best practice, and ten sixty second pitches that promotes inter-trading.

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**Case Study: Oldham’s Fair Employment Charter**

Those businesses that sign up to the Charter commit to paying the Living Wage, having fair contracts, terms and conditions, offering fair access to development and training, and also supporting the Get Oldham Working campaign.

So far 89.7% schools and academies have been awarded the Charter. Of 33 businesses that have shown interest, 20 have been awarded the Charter.

Of the 14 partners 7 have been awarded the Charter including First Choice Homes Oldham and Oldham College. We are now looking at changing the offer to businesses that wish to sign up – for example developing a dedicated Fair Employment support platform where employers can get further information and guidance on developing their business if they sign up.
2.1.4 Manchester has also worked with the ‘Hire Me My Way’ Campaign, launched in 2016, collaborating with Groundwork, Big Life Group, The Work Company and Breakthrough UK to look at the importance of flexible hiring in relation to fair employment. The campaign aims to unlock one million jobs that are classed as part time or flexible by 2020, opening employment opportunities to those who need the options of flexible working to enter the job market. The campaign currently delivers workshops for partners about negotiating flexible hiring with employers as well as running regular online forums to facilitate peer learning and embedding good practice. As well as employers, the campaign provides jobseekers with free access to a mentoring programme, online information and advice and a fortnightly flexible jobs bulletin.

**Case Study: Thrive’s Trafford Quality Mark**

Thrive Trafford is providing free support for voluntary, community, faith based organisations and social enterprises based in Trafford or delivering services in Trafford. The Trafford Quality Mark (TQM) has been developed by Thrive Trafford working in partnership with blueSCI, Trafford Council commissioners and procurement, and Trafford CCG. The TQM aims to assist third sector organisations in becoming fit for purpose, more sustainable and better able to deliver quality services.

The TQM involves an assessment which is used to show that third sector organisations in Trafford are of a recognised standard. Third sector organisations will need to demonstrate that they have the correct paperwork or evidence, procedures and systems in place; those that successfully complete the assessment will then be awarded a TQM certificate.

The assessment for the TQM includes nine sections, as follows:
- Business Planning
- Governance
- Managing People
- Policies and Procedures
- Money Matters
- Performance Management
- Engagement and Services
- Promotion and Marketing
- Partnership Working

All organisations are asked to sign a contract if they wish to take part in the TQM, which sets out the organisation’s commitment to achieving quality standards within their organisation and that they can commit the time needed to produce the evidence required for the TQM. During the process support is available from Thrive Trafford to help in completing the nine sections set out above.

2.2 Social Value

2.2.1 The social value obligation on public services created by the *Public Services (Social Value) Act (2013)* is an important tool in bringing about more inclusive growth. The requirement for public bodies to consider the broader social, economic and environmental benefits when making procurement decisions provides an opportunity to strengthen the local economy and secure more inclusive growth. Oldham’s emphasis on Social value has been recognised in a Cabinet Office report, focusing on their own organisational spending power but also their work with other partners – most notably, health and the VCS Sector. As a result, Oldham have created a ‘Social Value Charter’ which, through the charter’s partnership, pledges to use its £2billion spending powers to promote positive economic, social, health and environmental outcomes.
2.2.2 Trafford Council have chosen to align to the GMCA Social Value Policy (as Manchester City Council have done) and have established the ‘Trafford Social Value Group’. Current partners include Trafford Council, Trafford Housing Trust, Thrive Trafford, Amey and Trafford CCG. A procurement document (The Trafford Social Value Procurement Document) has been created to provide information and support to business who are bidding to Trafford Council for tenders and STAR Procurement to ensure that local organisations are supported throughout the procurement process and understand how they can add social value commitment to their bids. There is also an ongoing process of reviewing contract monitoring and performance procedures being delivered by Trafford’s Commissioning team. In addition to the Social Value Group at Trafford, a Needs Analysis has been developed based on the priorities of the Trafford Partnership, wards and locality profiles, and the data held by Trafford Data and Innovation lab to identify needs within the borough. This information is then analysed to match social value opportunities and commitments with the third sector organisations who are delivering against the needs in our localities.

2.2.3 Salford has developed a social value approach which seeks to commit more public spending to suppliers in the local economy and to create more employment, apprenticeship and work experience opportunities for local people. These priorities have informed procurement activities on some of Salford’s most high profile regeneration projects, for example: the Pendleton Housing Private Finance Initiative scheme, Pendleton Together, created 500 new employment opportunities, 190 apprenticeships, and 2000 work experience opportunities; a third of the project’s suppliers were Salford-based; and 50% of the work was completed by local small and medium sized enterprises. In addition, Salford City Council will shortly publish an organisational Social Value Policy, which will further embed social value principles across the council and from 2017 the council will report on its social value impact annually.
Case Study: Manchester City Council - Social Value and Sustainability in Procurement

Manchester City Council spends around £600 million in revenue and around £300 million in capital a year on procurement. It is therefore one of the key mechanisms through which to deliver a different employment offer for residents through increased social value in procurement practices. Social value can be defined as ‘a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment’.

It is important to recognise that social value can take many forms. This could mean employment or skills and training opportunities for groups facing economic or social barriers, or making facilities available to targeted groups that would otherwise struggle to access them. At the same time it can have a number of community benefits such as encouraging community engagement, creating opportunities for growing and developing SMEs, social enterprise and the VCS, as well as encouraging ethical purchasing and market diversity. Children and young people, in particular, are a group that can greatly benefit from social value in procurement.

Examples of social value include offering work placements to school children and young adults, providing career advice and information for young people on specific careers e.g. construction, and offering curriculum support to schools, with providers sharing knowledge and expertise about their discipline.

Manchester City Council currently uses the AGMA Social Value Policy, which was agreed by the Greater Manchester Combined Authority in 2015. The policy sets out the council’s statutory duty to consider the social benefits that can be gained for local communities when procuring goods, services, and building works. It is aimed at all council employees, contractors and suppliers and sets out six key objectives:

- Provide employment and economic sustainability
- Raise the living standard of local residents
- Provide participation and citizen engagement
- Build capacity and sustainability of the voluntary and community sector
- Provide equity and fairness
- Promote environmental sustainability

Linked to the Social Value Policy is the council’s Sustainable Procurement Policy, which was introduced in 2008 and aims to ensure that the economic, social and environment impacts or our significant procurement spend are considered throughout the procurement cycle. The policy sets out a number of key objectives including maximising employment opportunities and economic gain within the city.

The Work and Skills Team provide a tailored service for providers post-contract that supports them to maximise social value as part of their contract delivery. This includes signposting providers to networks and organisations that can support them to deliver social value. Alongside this, as part of proactive contract monitoring, commissioners continue to work providers to ensure that social value is part of their delivered services.

Research into the impacts of Manchester’s policies has been conducted by the Centre for Local Economic Strategies (CLES) since 2009. This research has assessed the effectiveness of the council’s policies in supporting positive outcomes for our communities through training and apprenticeships. It has shown that Manchester’s direct spend with SMEs in 2014/15 was 46/6%, which is significantly higher than Central Government’s comparable figure of 15.8% and their 2020 target of 33%.

The research also shows that the council’s sustainable procurement policy has had a positive impact on the city’s economy with year on year increases in the percentage of spend retained within Manchester boundaries, from 51.5% in 2008/09 to 68.9% in 2014/15.
3. CONNECTING PEOPLE TO OPPORTUNITIES (EDUCATION, TRAINING AND EMPLOYMENT) AND ENCOURAGING CAREER PROGRESSION

3.0.1 A key element of the Greater Manchester Strategy and our approach to inclusive growth, is connecting people to jobs, as well as education, training and career progression opportunities. Through the call for evidence it is clear there is a particular focus on opportunities for young people, and disadvantaged groups such as ex-offenders, as well as preparing people for the modern workplace and changing local economy by developing digital skills and promoting enterprise.

3.0.2 New partnership approaches to job creation and connecting people to those jobs through training and pre-employment support are evident in local economic strategies within GM. In 2013 Bolton established the Team Bolton Partnership, this is a collaboration of public and voluntary sector partners in Bolton to deliver employment and skills objectives. The Partnership was formed in recognition that no single agency could address the enduring issues of low skills and the associated poor outcomes that this means for residents in terms of employment opportunities but also other social and health outcomes. Instead a multi-agency approach, working closely with employers which focussed on collaboration and innovative delivery, was required. Team Bolton now actively works with in excess of 400 employers through the ‘Employer Pledge’ on apprenticeship, jobs, work experience opportunities and work in schools to support good quality information, advice and guidance. Similarly Bury have established the Bury Employment and Skills Task Group which is a cross partnership group with the aim of developing and delivering Bury’s Employment and Skills plan.

3.0.3 Trafford have developed ‘Vision 2031’ for Trafford, and work has begun to produce a place plan for Trafford to deliver against the vision, ‘No Nobody held back, Nobody left Behind’. Using a raft of data and intelligence about the borough and its challenges, they have identified 7 high level borough-wide interventions which will reduce inequalities and shape Trafford for the future of all its residents and visitors. These include continuing to promote Trafford as a significant economic centre for the North West; cross-sector co-design and co-delivery of services which empower and enable residents, communities and businesses to do more for themselves and each other; and reducing the gap between educational qualifications, skills and the local job market.

3.0.4 In January 2016 Oldham Council established an Education & Skills Commission (http://oesc.org.uk/). The vision is of successful schools and colleges working in a New Collaborative Education Partnership. A partnership that is built upon the skills and talents of the best school leaders, teachers and lecturers, working closely with the Council, employers and the wider Oldham community to raises standards by making education everyone’s business. The Commission wishes to build upon the existing and emerging good practice that already exists in the town to create a school led, self-improving education system. The proposals aim to raise standards in all schools and colleges by strengthening strategic leadership and accountability and adding capacity to the system. Research suggests that schools need a healthy mixture of collaboration and competition to help spur improvement. In order to make sure that every child and young person attends a good school, moving towards a self-improving system is an essential step. The detail of this will be co-created locally by schools and the Local Authority.

3.1 Education, Training and Employment Opportunities for Young People

3.1.2 A number of areas in GM have implemented programmes of support for NEET young people, with some success. For Example the Tameside YES programme began in January 2016 and is aimed at supporting the most vulnerable young people aged 16-24 into paid employment (with training for those 16-17). YES provides flexible and personalised support to build confidence and deliver positive experiences. It funds up to a 6 month placement at National Minimum Wage supporting employers to take on young people and encouraging an apprenticeship model. The programme has been well received by local employers and has delivered a 68% sustainment rate for those starting employment. Similarly the Confident Futures programme in Wigan provides opportunities for
disadvantaged young people to access employment and training through a pre-apprenticeship programme with Wigan Council. The programme has a particular focus on care leavers, supporting them to be independent, increasing aspiration and providing them with the right skills and support to manage their lives effectively in the future.

**Case Study: Backing Young Bury**

Backing Young Bury (BYB) was designed to reduce youth unemployment across the borough. In September 2012 Bury Council, working with wider partners in Bury including JobCentre Plus launched BYB and it is still operational to date. It was designed to implement a range of interventions to alleviate and/or remove identified barriers to work which take into account the challenges facing young people in Bury not in education, employment or training (NEET):

- Increasing no’s of 18-25 year olds in receipt of JSA
- Lack of quality job opportunities for young people within the Borough
- Perceptions about the job readiness of young people
- Barriers to young people obtaining work experience

An initial allocation of funding was assigned to the work over a period of 3 years. Other funding was secured through residual Future Jobs Fund monies, City Deal Funding and other funding streams. The removal of Future Jobs Fund in 2010 left a need for a bespoke approach to supporting young people into an employment opportunity. The work was designed to pull together funded activity directed at young people into one streamlined approach to reduce youth unemployment. There are three key strands to BYB and the journey for the young person:

**Stage 1:** the young person goes through a 1 week induction and then a 6 week period of work experience. This is designed to provide the individual with key employability skills and an understanding of the world of work. It also includes one hour per week of motivational sporting activity and an offer of up to one and a half days of training;

**Stage 2:** the young person is placed on a 26 week placement job with training included. This is related to an individual’s needs and skills and seeks to provide them with real life experience of a profession or trade within the local authority. There is also a degree of bespoke training;

**Stage 3:** the young person is offered an apprenticeship at the Council or associated partner with associated training at external organisations such as Colleges. For young people involved in 2013/14 there was also access to learning activities around Maths, English and other functional skills.

3.1.3 As part of the Generation Oldham community energy programme leadership development opportunities have been provided for Oldham Youth Council, a Sustainability Ambassadors programme has been developed which will take in young people from local schools, and a new national apprenticeship standard ‘Community Energy Specialist’ is in development. There is an ambition to ensure that the first ever Community Energy Specialist apprentice will work in Oldham on the Generation Oldham programme from April 2017, possibly with a solar installer together with the Council, Oldham Community Power, Oldham College and other local partners.

3.1.4 Trafford Partnership proactively engages with schools through the Schools Engagement Group (a sub group of Trafford Partnership’s Employment, Skills and Enterprise Group). The aim of the group is to create links between secondary schools and employers in key sectors to raise career aspirations amongst young people. A recent survey has been carried out to benchmark current links and identify the key sectors to engage with. The group will seek businesses that are able to provide employer presentations within schools and work experience opportunities.
3.2 Employment and Pre-employment Support

3.2.1 There are a wide range of employment support, and pre-employment support, programmes and initiatives in GM, commissioned and delivered by a wide range of public sector and voluntary and community sector organisations. The call for evidence has highlighted a number of areas of innovative and effective practice; connecting employment support with other community based services, working with employers to create and connect people to job opportunities, and providing support for excluded groups such as ex-offenders.

3.2.2 Bury have established third sector organisations to deliver multi-functional employment services in two neighbourhoods based out of a physical location within those communities. Similarly Bolton at Home have developed an employment service which is delivered from community centres where other public sector partners are also delivering services. Employment support is primarily via work clubs and offering work experience and volunteering opportunities. Last year the service helped 314 people into work.

3.2.3 Salford Futures and Get Oldham Working are examples of programmes in Greater Manchester which support unemployed residents to access work experience and employment opportunities through pre-employment training and support and encouraging local employers to create and develop employment opportunities. Get Oldham Working has been running since May 2013, and since then has created 3,787 work related opportunities, and filled 2,960 opportunities filled – including 1,690 jobs, 405 apprenticeships and 189 traineeships.

Case study: Wigan Poundland

Wigan’s Economy and Skills team has worked closely with Poundland to secure a new distribution centre in the borough, marking one of the biggest job boosts for Wigan in many years. The development will provide up to 650 new jobs over the next three years, with the potential for a further 150 jobs as the business grows. There will also be a substantial increase in new business rates received by Wigan Council. The development commits to supporting economic growth within the borough. This includes the employment of local people, providing opportunities for people who have been long-term unemployed, delivering a range of apprenticeships and using local business in addition to Poundland’s national supply chains.

On a wider scale, the Department of Work and Pensions will see savings through reductions in Job Seekers Allowance and there will be savings to the NHS as full-time employment has a positive impact on the health and wellbeing of residents. This can be estimated at £3.4m over 6 years.

3.2.4 A number of areas in Greater Manchester have established employment support programmes for particular excluded groups. For example Tameside Council have launched a pilot scheme to support ex-service men and women into six month employment opportunities or work placements. The pilot includes support for training and transition into civilian life, as well as building relationships with local employers to support a process of matching, job carving and managing skills gaps.

3.2.5 Trafford Housing Trust established CleanStart in 2008 which employs ex-offenders to provide a house clearance and environmental clean-up service. Each operative benefits from a learning and development programme and at the end of each placement the trust supports them to move into permanent employment. The aim was to break the cycle of offending through the placements, offered to repeat offenders but not to sex offenders. The programme has since expanded and provides the service for other housing providers, private businesses, statutory agencies and individual homeowners. In a 2013 evaluation it was noted that 39 people had been through the programme with 22 now in permanent employment. Police report that reduced re-offending rates and criminal justice costs have saved the city £10m.
**Case Study: Trafford Pledge**

The Trafford Pledge is a borough wide partnership project matching local businesses with Trafford job seekers from priority cohorts: NEETs, young people, care leavers, ex-offenders, people with drug or alcohol issues, Working Well clients, Stronger Families clients and ex-service personnel.

Trafford Council is the main deliverer of the Trafford Pledge alongside the Department for Work and Pensions and Trafford College. Businesses signing up to the Trafford Pledge must offer the minimum of work experience placements and can offer employment opportunities, work trials, apprenticeships or mentoring support.

Since the launch of the Trafford Pledge in April 2013, 52 Trafford businesses have signed up to the Trafford Pledge and 961 individuals have been supported in to employment through the partnership initiative. The Pledge was initially launched in Partington to support 16 to 24 year olds in to employment and a cost benefit analysis was undertaken to illustrate the impact of the initiative. 34% of the cohort had secured work within the first six months of the project and the cost benefit analysis calculated that for every £9,540 invested, the Partington Pledge saved up to £71,341 over the six month period (the Department for Work and Pensions saved £33,966 in JSA benefits and Trafford Council saved £37,375 in housing benefit).

3.2.6 A key element of Public Service Reform in Greater Manchester is taking a citizen led, asset based approach to delivering services. In Rochdale this has been embedded in their employment and skills service through the use of the Citizens’ Curriculum which delivers English, maths, language and digital learning embedded with wellbeing, citizenship and financial capabilities. The curriculum taps into what motivates adults to learn, through giving learners a voice in co-designing curriculum content and careful contextualization, ensuring that more people are learning skills which are relevant to their lives and their work. This is combined with support by an integrated team which leads to remarkable engagement, retention and progression possibilities. They have added sector based “plug ins” into this, to promote access into vocational opportunities that are most likely to lead to sustainable, well paid jobs with progression. The digital sector is one such “plug in”.

3.3 Developing Digital Skills

3.3.1 It is evident that the digital sector is growing both nationally and within Greater Manchester, and it is also a growing focus for employment and pre-employment services. Some examples of how new approaches are being tested and developed in GM are described below.

3.3.2 SharpFutures is a Creative Digital Agency that supports young people into employment in Manchester. SharpFutures recognises that the Creative Digital sector covers a broad spectrum of skills and talents including coding, story-telling, marketing, project management, videography, content management etc. The project seeds ideas through workshops and services for education and learning. From creating hands-on experiences in different technologies and disciplines to inspirational talks and have-a-go sessions, SharpFutures provides valuable insights into a range of different careers across the Creative Digital sector. The aim is to capture the imaginations of young people and new entrants to the sector, and to inspire them as the next generation of talent.
Case Study: HOME

HOME is Manchester’s new arts and entertainment venue for people from all walks of life to enjoy local, national and international cinema, theatre and visual art all under one roof.

HOME has been part of the BFI Film Academy since 2013. The Academy programme aims to help train and inspire the next generation of British filmmakers, supporting talented and committed young people aged 16-19 to develop the commercial and cultural knowledge and skills to help make a career in film a reality. Throughout the project period the selected group of 16 young people meet every Wednesday night, Saturday day and for a week during half term. They undertake over 100 hours of training and workshops, which include six film theory sessions, a BBFC film certification session, a film production & programming session, an Arts Award study day, two practical documentary filmmaking sessions and ten days of fiction filmmaking workshops.

10 of the participants gained further residential training opportunities at the National Film and Television School as a direct result of their involvement in the HOME or Cornerhouse Academies. 2 participants joined a HOME festival programming team and 3 participants joined the HOME Young Programming Team. Over 50% of the participants went on to gain work placements, internships or work experience, and 70% of participants have gone on to study film at universities across the UK.

HOME has also begun a new project this year; ‘Project X’. Project X is a year long residency and alternative training opportunity at HOME for 18 artists aged 18-25 from across a variety of disciplines. The collective will collaborate with HOME staff and external artists to produce an interdisciplinary creative experience for audiences at HOME in August 2017. HOME has worked closely with community partners (including housing associations, disability groups, and community arts organisations) to ensure that our participants are diverse in terms of ethnicity, socio-economic position and disability.

3.3.3 In Salford Inspiring Communities Together (a neighbourhood based Charity) have worked in partnership with Salix Homes to develop and deliver a programme of basic IT sessions across the neighbourhoods of Central Salford. The approach was to support a small number of individuals with limited digital knowledge to be able to improve their skills and access information online which would improve their life chances. The approach used was very informal supporting people to understand their fears and help them overcome them. Participants were able to use both lap tops and tablet technology and explore the benefits of using digital skills. The programme included safe surfing, creating and sending email and exploring the variety of applications available. Feedback on the programme has been positive with all participants feeling confident using new IT skills.
Case Study: Rochdale Digital Growth Hackers

Digital Growth Hackers targets those who are currently furthest away from securing sustainable, well paid work but who have skills that could be applied, developed or transferred into the digital sector. The target people are those with complex barriers to inclusion, and experience poverty, worklessness, mental health issues, substance dependency, crime or anti-social behaviour, social isolation and housing instability. The programme is part of a wider programme of digital inclusion and skills improvement and as such, is not supporting large volumes of people yet but is seeking “positive deviants”; cases that can tell the story of how this can work well.

A multi-agency team works in a neighbourhood to identify people who are vulnerable, presented through relatively high levels of demand to the public sector, and whose needs are not met by a system which doesn’t take account of their complex issues. Members of the team work with people to identify and plan a sequence of activity to reduce their levels of vulnerability, stabilise their life and enable them to move on. This work has an emphasis on learning and employment and the process by which people are supported is embedded with adult learning approaches, which unlock their assets the person didn’t realise they had and puts them to good use. This builds a sense of hope in the person that their life can change, sustainably for the better and they often readily engage with learning programmes as a result.

On site, with the Citizens’ Curriculum programme, there a small “Maker Space” where people can come and dabble with various projects introducing them to physical computing (coding, making, hacking). These introductory projects link to more complex pieces of work to which people can opt into as a team member. The more complex projects are run in exactly the same way as the digital sector, using the same learning platforms, sharing tools and project management approaches. Through participation in these projects, participants develop a portfolio of experience. Some of the products are or will become marketable and support is available to enable participants to continue developing their prototypes towards the market. Support continues, through the integrated team, to enable the person to continue to improve the rest of their life and the projects are connected into the digital sector through links with the Greater Manchester and national digital community through networks such as Mozilla, Hive, Coder Dojo, Raspberry Jam and the Things Network.

The project participants are able to contribute to are of social value and are currently focused on hacks linked to the arts, culture and heritage sector and inclusion, generally (such as disability access). Our current programme, “Heritage Hackers” is funded through the CCG Social Investment Fund, and delivers products which support access to culture and heritage or the arts or which add value to local heritage programmes.

3.4 Career Progression

3.4.1 Although a key element of the Greater Manchester Strategy is focussed on reducing numbers of long-term workless, a large proportion of benefit spend is on in-work benefits so there needs to be a real emphasis on providing opportunities for progression in work. Oldham have established a Career Advancement Service which provides an extended information, advice and guidance offer seeking to help residents already in work to progress from low pay, low skill jobs. The Service draws on a variety of funding pots to enable the pilot to happen, including the Adult Skills Budget, the new European Social Fund round, Advanced Learner Loan resources, and supported by an initial £250,000 one-off investment from the council for the initial pilot phase commencing in 2016/17, enabling an initial target cohort of 400 local residents – 800 over two years - to benefit from the extended service offer.
3.4.2 Oldham Council have also launched a specific project ‘Warehouse to Wheels’ in partnership with a leading driver training provider Mantra Learning Ltd. It is designed to upskill residents within the transport and logistics sector. The programme aimed to recruit 40 Oldham residents, to support those in warehouse work to get higher paid jobs as LGV drivers, to boost the skills of those in the logistics industry and to support participating businesses to fill any vacancies that become available as people progress into driving roles. Most commonly, trainees joined the scheme because they believed it would give them skills which would lead to better job security and to greater chances of employment in the future.

3.5 Promoting Enterprise

3.5.1 Developing new business start-ups is central to developing a more diverse economy, and can provide new employment opportunities, as well as often being a way in to work for disadvantaged residents. A number of peer networks have been started in GM to promote and support enterprise, and social enterprise. For example regular business start-up network events have been established in Trafford aimed at start-up or newly established businesses have been set up in the area to support the development of enterprise; 30 small businesses regularly attend. Quarterly drop-in business support sessions have also been established to provide advice and signposting support both to start ups and small businesses needing help to grow. The first event attracted over 20 business owners and was supported by Business Growth Hub, Barclays Bank and People Plus who all offered one to one advice.

3.5.2 Stockport Council Adult Social Care have commissioned the development of a Social Enterprise Peer Network. The Peer Network is specifically aimed towards existing small social enterprises, and/or people who aspire to develop their community project or idea into a small social enterprise. The Peer Network will be set up based on need so that it provides a fit for purpose peer support model which builds on the assets of Stockport. In addition, it will provide opportunities and signposting to other organisations and funding through local, regional and national connections.
Case Study: Oldham Enterprise Trust

The Oldham Enterprise Trust helps Oldham residents into enterprise and employability and contributes to long-term economic growth. As part of the ‘Get Oldham Working’ initiative, the Trust, kick-started by a £1m donation from The Stoller Charitable Trust, aims to help the next generation of entrepreneurs get start-up businesses off the ground and also supports young people into employment.

The Trust provides a one stop portal to start-up and growth companies to access the wide range of business funding that is available as well as free business advice and support.

The Enterprise Fund is focused on supporting young people in Oldham with enterprise start up and growth through:

- Grants for those Start Ups aged 16 to 24
- Funded loans for those Start Ups aged 25 to 30
- Start Up loan Scheme funded loans for those aged over 30
- Funding solutions for existing businesses (trading for over 2 years)

To date the Fund has received 418 applications that have resulted in 96 awards. Of these awards 36 have been Grants and 64 have been Loans (4 people have received both a Grant and a Loan). The total sum awarded is £696,777 made up of £138,150 in Grants and £558,627 in Loans. The average Grant is £3,837.50 and the average Loan is £8,728.55. This has created a total of 187 jobs.

The Trust has also been able to support a number of enterprise hubs. The principle of the Hubs is to deliver a range of careers, employability and student enterprise (i.e. business start-up) activities and advisory services. This will be done through collaboration; schools, students, local businesses and external partners who will come together to support students to gain the confidence to be the best they can be, enabling them to be aspirational advocates for Oldham and successful in their own right.

3.5.3 Contact Theatre is a national arts organisation and charity based in Manchester. They have developed The Agency which exists to offer entrepreneurial training and opportunities to young people from disadvantaged communities and backgrounds. Through working with The Agency the participants are empowered to plan, structure and deliver their own community based projects or businesses mentored by industry professionals, The Agency and its participants challenge social structures and perceptions of youth by asking local community to entrust these young people as decision makers, innovators and catalysts of positive change in their community. The Agency is a methodology developed by Marcus Faustini in the favelas in Brazil as an alternative for young people engaging in gang crime. 75 Manchester young people participated in The Agency with an additional 150 taking part in projects developed by The Agency, 9 projects, businesses, social enterprises have been supported with 6 still continuing beyond the life of the programme. Some of the young people have also progressed into employment with Contact, whilst others have gone on to University.

3.6 Transport

3.6.1 Transport for Greater Manchester (TfGM) have found that transport continues to be seen as a barrier to getting back into work among jobseekers, with cost (83%), unreliability (43%) and the distance travelled (38%) being the main reasons.

3.6.2 The TfGM Travel Choices team aims to support sustainable economic growth by reducing single occupancy car use for commuting and business use, and improving access to employment by removing transport barriers and broadening travel horizons. A range of Travel Choices support to jobseekers has been devised and funded through the Local Sustainable Transport Fund, a combination of Department for Transport and Greater Manchester resources, including a Bike Back
to Work scheme and a 28 day free travel ticket, which also offers newly employed discounted travel tickets for a number of months.

3.6.3 Over 11,100 jobseekers have received travel advice across Greater Manchester; and 420 frontline employment advisors from Jobcentre Plus and the Work Programme have received formal training to cascade travel choices to their clients as part of the Travel Champion programme. To date (up to and including January 2016), in a bid to improve access to work for jobseekers a total of 27,137 travel tickets have been issued; and the Bike Back to Work scheme has awarded 308 bikes. Of those who have received the 28 day ticket offer the vast majority (98%) perceived it as useful, and most had continued to buy a bus ticket. Over half of those who received a bike are now cycling when previously they were not.

3.6.4 Salford recognises that transport improvements are vital to physically connect areas with significant pockets of deprivation to areas with high levels of job density, both within Salford and the city region more broadly. The city's transport strategy, *Transport in Salford 2025*, sets a long term vision for transport in Salford. There are several current or recent development schemes that promise to improve access to jobs and opportunities and create better transport infrastructure for people living in wards with significant pockets of deprivation:

- Port Salford Greenway is creating a walking and cycling route that will connect the communities living in the Winton, Peel Green and Brookhouse areas of Salford, which experience significant deprivation, to employment opportunities that will be created at the £138 million Port Salford development, a multimodal port served by rail, road and shipping.

- Improved bus connectivity to Salford Quays / MediaCityUK and Salford Precinct via the No. 50 bus, which allows Salford residents to connect more easily to an area of job density growth

- Salford Bolton bus network improvements which will improve connectivity for communities living along the network with the economic growth opportunities that exist in the district centres

- The Leigh – Salford – Manchester busway runs through Salford from Ellenbrook through to Manchester City Centre, allowing residents living along to the route to connect to the regional centre frequently and quickly.
Case Study: Local Link (TfGM)

Kingsway Business Park in Rochdale, Greater Manchester, is home to several major and growing employers. Transport for Greater Manchester (TfGM) worked with the Kingsway Partnership and employers to design an extended Local Link demand-responsive transport service, offering new early morning and late night on-demand journeys from for shift workers to travel to and from the Business Park. The service now runs through the day from 5am until 11pm weekdays and weekends.

The service, which had previously run only to selected areas of Rochdale, has been significantly expanded to include Littleborough, Calderwood, Norden, Wardle and New Hey in Rochdale and Sholver, High Crompton, Shaw and Royton in Oldham. Journeys can be booked through the call centre or the internet, which allows passengers to book, review or cancel trips at any time.

The average number of journeys has exceeded 1,600 per month in the past year, which is triple the patronage of the previous year (before the service was enhanced). Some smaller Local Link services use the same vehicles to cover links within Rochdale that cannot be made by other means but over 85% of the total journeys are employment based. Passengers come from all over the Rochdale borough, although it is particularly attractive to those where alternative public transport provision does not exist. To complement this a semi-fixed route service still operates between Heywood and Kingsway for one early morning return before bus services start in the morning.

Local Sustainable Transport Fund resources from the Department for Transport and Greater Manchester, allowed the capacity of the service to be greatly extended in addition to significant promotion - not just within the Business Park but also to potential jobseekers - in order to alert them that they could access jobs within the site.

LSTF Funding has also been used to introduce extended Local Link services at Wythenshawe and the Manchester Enterprise Zone, and in Partington. Despite the LSTF funding stream now ending both services continue to operate. The services are used by a significant number of passengers when public transport either is not operating or does not cover required journeys.
4. TRANSFORMING SERVICES TO BETTER SUPPORT THOSE WITH INTENSIVE OR SPECIALIST NEEDS

4.1 The Greater Manchester Ambition

4.1.1 The Greater Manchester Strategy, ‘Stronger Together’, placed public service reform at the heart of our strategic ambition. The subsequent Growth and Reform Plan, devolution agreements, and the Health and Social Care Strategic Plan ‘Taking Charge’ restated that commitment to reshaping our services, supporting as many people as possible to contribute to and benefit from the opportunities growth brings.

4.1.2 With local services working together, focused on people and place, we want to transform the role of public services, taking a more proactive approach rather than responding to crises. We want to transform the way we use information, empowering our frontline workforce to make more informed decisions about how and when they work with individuals and families. Building on the principles of prevention and early intervention, GM aims to deliver the appropriate services at the right time, supporting people to become healthier, more resilient and empowered.

4.1.3 Over the past five years, GM has made significant progress in implementing successful reform programmes. We have also successfully made the case for significant devolution of responsibilities based (in part) on our capacity to marshal the public service system to deliver integrated, place-based approaches to delivering financial resilience and improving outcomes for GM.

4.1.4 As we seek to implement the next phase of our approach to reform we must challenge ourselves to continue the drive towards integration, supporting the implementation of our reform priorities by working together both as GM and as individual places.

4.2 Background

4.2.1 Across Greater Manchester, we are working together on the radical reform of public services through a series of challenging and ambitious programmes. The need to address the £5 billion gap between public spending and income generated in GM is a clear driver for change. But we also have the ambition to improve outcomes for our residents, increasing independence and reducing the rising demand on public services. Devolution to GM provides a unique opportunity for the next phase of GM reform: ensuring all residents are equally connected to current and future economic growth across GM.

4.2.2 The reform programmes and pilots that GM has implemented over recent years have achieved impact. However, the rising demand caused by complex issues within individuals and families continues to pose a challenge. We need a clearly defined view of what success looks like at both the GM level and for each of the ten boroughs. Our view of success must ensure we do not reach a position where we achieve our GM targets and yet some areas fall even further behind.

4.2.3 Our redefined reform programme has people and place at its heart. It recognises the need for a new relationship between citizen, state and society and the need for this to be fundamental to our reform principles. This is not only true for the way we deliver services but the way we co-design our reform programmes.

4.2.4 A revised set of reform principles were developed in autumn 2015, reflecting both our approach to implementation and the workforce behaviours, values and ethos that should underpin reform in GM.

4.2.5 To deliver our refocused reform agenda, we must increase the pace and scale of reform, operating at a level that enables us to realise the savings that reform can generate and ensuring we are working with all communities to become increasingly resilient. Delivering on this agenda poses a significant leadership challenge for public services: driving change in culture and approaches to delivery that will be required to embed change. The GM Leadership Framework has been developed with this challenge in mind and will be aligned with the ambitions of our reform programme.
4.2.6 Supporting the redefinition of our reform programme, we have developed a rationale for developing a socially focused evidence base to complement the work of the Manchester Independent Economic Review (MIER), which made the case for viewing GM as a functional economic geography. Supporting our capacity to refine and scale up successful reform, we will continue to develop an evidence base that supports our ambitions to link greater numbers of our citizens and communities to the growth opportunities across the conurbation.

4.2.7 While making the case for a redefinition of the GM reform programme, we must recognise the positive work that is already underway in implementing an integrated programme of reform across GM. Building on the work areas have done to develop integrated responses to addressing complex dependency, to support the implementation of the revised GM reform principles. The GM Reform Framework will provide a structure to address local and GM wide barriers to delivering integrated, whole system, responses to the challenges we face.

4.3 Our Reform Programme

4.3.1 Historical opportunities and funding streams have meant that we have a mixed economy of reform programmes, often structured around services, themes or government departmental lines. It is easy to see why there is a temptation to reform services one at a time, on a thematic basis, because we can focus resources around specific drivers for change, and we cannot reform everything all at once. We have tested approaches to reform with smaller, tightly defined cohorts: our challenge now is to scale up approaches to reform that are achieving impact.

4.3.2 With the further opportunities that come from GM devolution, it is important that we have a strategy that reimagines our reform programmes. In one sense, there is no one factor that links together services, other than the people who use them and the places in which they live. In this context it is useful to think about how services are delivered across the life course and how they support people to Start Well, Live Well, and Age Well in the place they live. In some ways this is an arbitrary construct but it is a reminder that public services need to be designed around people’s needs and expectations; and that services should always be relatable to personal experiences. Age, health and economic status, possibly along with perceptions of the role of the state, are all factors that determine people’s use of services at any one time in their life.

4.3.3 The Marmot Review, *Fair Society, Healthy Lives*, recognises that people’s health is determined by many social factors. To reduce health inequalities, we must focus on wider policy objectives around early years, healthy places and standards of living. If we recognise the core basis of public services is to help people live as well as they can and as independently as they can for as long as possible, then it may be important that we revisit the Marmot objectives and attempt to structure and prioritise our reform activity around the areas that achieve the best outcomes. By maintaining this focus we can design services which are able to do the right thing for people in the first place.

4.3.4 We are all familiar with the evidence. A recent report by Citizens Advice estimates that GPs are spending nearly a fifth of their consultation time dealing with non-medical issues such as housing, unemployment and debt problems and that this had increased over the past year. In Wigan, primary care clinicians report that this figure can be up to 40%. Often they are unable to provide the necessary support and when issues aren’t addressed they can escalate, placing more demand on the system. This clearly demonstrates that any consideration of health and care reform must include wider determinants to ensure a person centred timely approach. This picture is replicated across local services where frontline professionals are dealing with issues outside their sphere of expertise.

4.3.5 Our existing reform programme has sought to tackle this issue through the delivery of integrated programmes of support. These models of integration are achieving impact. Our challenge, in encouraging sustained change in people’s lives, is to intervene earlier and address the underlying and complex issues people face through an integrated system response.

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1 ‘A very general practice: How much to GPs spend on issues other than health?’ Citizens Advice, Policy Briefing, May 2015
4.3.6 By understanding the impact of single agency / single issue decision making, we begin to see that the over-riding factor in limiting our impact is when we fail to place the individual and the family (in the context of their lives and their communities) at the heart of what we do. Driving an integrated, person-centred response will create the right system for reducing the numbers in the overlapping ‘complex’ cohorts we identify in a sustainable way. This approach will also enable us to minimise the numbers where issues escalate and place ever increasing costs and demands on the system. Individuals and families with complex dependencies do not have single issues that can be effectively dealt with through a set of well-developed approaches that focus on single symptoms.

4.3.7 The individuals, families, and communities we are supporting require a system that understands the issues, takes ownership, and eradicates duplicated effort. A system that brings together a single assessment and plan in partnership with the right professionals. A system that has quick access to the right interventions that are sequenced in the right way to get results, deal with the root cause and support the individual and family to a position of self-reliance. Our reform approach must be whole system pulling together and joining up programmes on health and care reform, tackling complex dependency, employment and skills reform, justice and rehabilitation, early years, troubled families, and new areas of reform as they emerge.

4.3.8 To deliver on our ambitions for GM, our reform programme needs to be designed around the life course, taking into account the context of places in which our residents live. There must be clear integration between the PSR programme and health and social care reform.

4.4 Delivering Reform – Working Well

4.4.1 The Working Well Pilot was launched in 2015 with the aim of supporting 5,000 people who have chronic employment problems. The programme works with a cohort who have been jobless for at least two years and left the work programme without finding a job.

4.4.2 As part of the programme, local services are working with commissioned providers to deliver individual support, focusing on specific barriers to employment. The programme combines help with physical and mental health and advice on drug and alcohol problems, skills, education and housing. Each person has their own keyworker to help them get the right support at the right time, keep them motivated and develop their confidence and independence. We only pay the support organisations fully when the person has been in work for at least a year.

4.4.3 The pilot has a target of moving 1,000 people into work, and 750 of them to sustain work for more than 12 months. The programme is also expected to deliver wider benefits like better health and reduced antisocial behaviour. The latest annual report is available here: [https://www.greatermanchester-ca.gov.uk/downloads/file/215/working_well_annual_report_2016](https://www.greatermanchester-ca.gov.uk/downloads/file/215/working_well_annual_report_2016)

4.4.4 In November 2014, as part of a wider devolution agreement, GM committed to expanding the current Working Well project from 5,000 to 50,000 people. We have started by reaching out to 15,000 more people. The programme is using the lessons learnt from the pilot to improve the way different services work together to meet the precise needs of every person on the programme. For example, there are new routes into the programme (such as recommendations from GPs). The expansion’s keyworker provision is delivered by commissioned providers Ingeus and Manchester Growth Company (MGC) with bespoke Working Well Mental Health IAPT support being provided by GM West NHS Trust and skills for employment service by MGC.

4.4.5 There are already positive early results as people are moving through the programme and finding jobs. As with the Pilot, the expanded programme will offer of up to three years of support (including one year of in-work support). Our goal will be to get 20% of people into work, 15% of whom should be in long-term employment. In moving towards supporting up to 50,000 clients, our ambition is to co-commission (alongside the Department of Work and Pensions) a work and health programme for Greater Manchester.

4.4.6 Key to the success of the Working Well programme is integration with local services to support clients’ wider needs. In Bolton they have created linkages between the Working Well provider and a
wide range of other services, including Domestic Abuse services, Bolton College, IAPT and Debt Services.

**Case Study: Working Well Integration with Debt Services in Bolton**

For example, early on in delivery of the Working Well Pilot in Bolton it became apparent that debt was a significant barrier for residents’ progression on the programme. A significant number were facing exceptional financial difficulties which required swift and intensive support. These individuals often lacked the trust in services to approach a money advice service on their own or feel confident about following up a referral by a partner service. It was recognised that referring each client separately into the Money Skills Service would be time consuming for the Key Worker, the service, could lead to missed or delayed appointment and reduce the combined ‘barrier busting’ learning for this cohort.

Bolton’s Working Well Local Lead worked with the Money Skills service and the Working Well provider to explore the potential for regular intensive sessions for clients given the volume of demand. It was agreed that intensive, supported interventions which responded to an individual resident’s need would be provided by a Money Advisor. For those residents who were nervous or concerned about the support on offer, an advisor would often sit in for part of the Key Worker’s appointment with the individual in the first instance, to build a relationship of trust.

Joint working between Ingeus and the local service provided tailored support for each resident e.g. identifying where whole family support was required. In addition to triaging and providing support regarding specific debt problems, the service also referred and signposted into local welfare provision including food bank vouchers and low cost/free of charge white goods supported by the Council’s Anti-Poverty fund. This approach proved to be extremely successful at moving Working Well residents towards or into employment and reduced time spent on referrals for both services.

4.4.7 Four GM districts are engaging with GPs and health professionals to refer their workless patients to the Working Well programme. For example in Tameside the pilot targets the Hattersley area which is within the three highest wards for Employment Support Allowance (ESA) claimants. Hattersley has been a long term regeneration priority for the borough with new housing transforming the area and bringing a dedicated employment and skills fund. This 10 month pilot started on the 31 October 2016 and will be evaluated through a bespoke outcome framework. The Pilot aims to receive 145 referrals from the local GP surgery and then provide effective key worker support to move people into skills provision, employment and improve the management of health conditions. The Pilot has an integrated pathway into the GM Working Well provision so that Hattersley residents can access Talking Therapies (mental health services).

4.5 Delivering Reform – Troubled Families

4.5.1 Troubled Families has been a central pillar of our reform programme from the outset. Supported by funding from DCLG’s national Troubled Families programme through Phase 1 GM have supported 8,090 families through a lead worker approach to delivering more integrated, sequenced, whole family support to families with multiple and complex needs. GM were an early adopter of phase 2 of the programme in September 2014, committing to work with a further 27,200 families over 5 years. Further information about the GM Troubled Families Programme can be found here:

[https://www.greatermanchester-ca.gov.uk/info/20013/troubled_families](https://www.greatermanchester-ca.gov.uk/info/20013/troubled_families)
Case Study: Manchester Troubled Families

Manchester has continually refined its delivery model for Troubled Families over the last few years as it has learned more about what works and the City’s population of Troubled Families. This has led to an expanded range of family support services across different organisations which are able to respond to the needs of different types of troubled families as well as much more integrated response from public services leading to greater co-ordination, less duplication and ultimately a better experience for families.

- Interventions chosen on the basis of available evidence of what works
- Interventions are integrated so that families receive a bespoke package of support that meets the needs of the whole family
- The existence of a Family Lead Worker who will assess the need of the family and help them navigate public services more quickly, more effectively and in the right order
- A focus on early intervention for ‘at risk’ families as well as support for those in crisis
- A clear focus on moving towards sustained employment as a core goal/aspiration for Troubled Families

Manchester’s local evaluation of Phase 1 of the programme has shown a significant impact on a range of outcomes as shown in the table below:

<table>
<thead>
<tr>
<th>Outcome (of those presenting with issue)</th>
<th>Proportion of families affected by each presenting need</th>
<th>% of families with the need that addressed / improved the issue</th>
<th>% deadweight – results from comparison group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worklessness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families off out of work benefits and confirmed into employment</td>
<td>63%</td>
<td>15%</td>
<td>5%</td>
</tr>
<tr>
<td>Offending &amp; Police Incidents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families where there has been no repeat proven offences</td>
<td>16%</td>
<td>95%</td>
<td>91%</td>
</tr>
<tr>
<td>Families where there has been no repeat proven ASB incidents</td>
<td>23%</td>
<td>88%</td>
<td>69%</td>
</tr>
<tr>
<td>Families where there has been no repeat police incidents</td>
<td>72%</td>
<td>63%</td>
<td>26%</td>
</tr>
<tr>
<td>Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Health improved</td>
<td>63%</td>
<td>44%</td>
<td>38%</td>
</tr>
<tr>
<td>Drug Misuse improved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alcohol Misuse improved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safeguarding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families with Domestic Violence issues resolved</td>
<td>67%</td>
<td>66%</td>
<td>53%</td>
</tr>
<tr>
<td>Families with ‘Children in Need’ status removed</td>
<td>24%</td>
<td>67%</td>
<td>50%</td>
</tr>
<tr>
<td>Families with ‘Child Protection Plans’ removed</td>
<td>14%</td>
<td>69%</td>
<td>40%</td>
</tr>
<tr>
<td>Children in Care (LC) returned</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in persistent absence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in fixed term exclusions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing &amp; Debt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoided Eviction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families with open ASB cases with HPs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families with Debt issues reduced or cleared</td>
<td>63%</td>
<td>62%</td>
<td>34%</td>
</tr>
</tbody>
</table>

In phase 2 Manchester’s Troubled Families programme is focussed more strongly on reducing levels of complex demand across the city, and connecting more residents to the opportunities of economic growth, as a key part of their approach to early help and complex dependency. As part of this they are developing:

- Three Early Help Hubs have been established in North, Central and South Manchester and went live in September 2015. The purpose of the hubs is to bring together a wide range of frontline professionals to coordinate their response to early help and complex dependency
- New assessment tools underpinned by coordinated and effective support with key workers delivering intensive support where required are in place
- Partners have committed frontline staff resources to take on additional roles as key workers, from a range of professional backgrounds including school welfare officers, housing support officers, probation offender managers, and Police Community Support Officers.
- Manchester has also been developing a core definition of the skills and behaviours of a key worker across GM, and with the Core Cities nationally
4.5.2 The ambition across Greater Manchester is to expand our approach to Troubled Families and build on those principles of working across all our services supporting individuals and families with complex needs, and into an earlier intervention and prevention approach through the GM Early Help Strategy and Place-based Integration. For example Oldham have established an All Age Early Help Offer which is an integrated support service for individuals, households and families of any age that have some problems that need support to stop them getting worse or reaching crisis point. In the first year the all age early help service worked with 3,500 individuals on a one to one and 4,000 through group and community activity. The service has over 92% successful engagement with families and there is evidence that improvement is being sustained with rates of re-referrals at only 3%. The service has achieved the following positive outcomes for people supported by the service based on the assessment (the proportion of people whose assessment score reduced by at least 1 point from open to closure):

- Work and skills – 94%
- Crime and ASB – 86%
- School attendance and behaviour – 86%
- Housing – 94%
- Diet, weight and physical activity – 76%
- Children’s mental wellbeing – 83%
- Drugs and alcohol – 70%
- Adult mental wellbeing – 71%

4.5.3 Similarly in 2014, Wigan identified a significant challenge with complex and chaotic individuals known to be placing a high demand and high cost on public services. Characteristically, cases had been referred across the system on the basis of specific issues (housing, anti-social behaviour, mental health and drug and alcohol abuse). Insights from the Council’s ‘Creative Council’ work, alongside wider insights from behavioural economics, ethnography, innovation and co-production work pointed to the need for new conversations with service users and residents and a step back from the deficit based, managerial approaches.

4.5.4 Wigan Council funded a pilot project to test the hypothesis that an early intervention team, working to the above principles, would be able to reduce demand from these complex individuals that were bouncing round public sector systems being constantly assessed but not receiving an intervention. The Live Well Team consists of nine individuals drawn from a wide variety of existing services, adopting a multi-agency approach and sharing specialist expertise within its own ranks.

4.5.5 So far the Live Well team has seen improved outcomes for individuals, across a range of outcome; improved mental and physical health due to reduction in alcohol and substance misuse, More sustainable tenancies due to improved management of finance, reduction in debt, a significant reduction in police call outs for the top ten address for GMP leading to increased capacity for the force, 15 individuals have found employment – leading to a reduction in benefit payments and an increase in productivity for the Borough, evidence of reduction in GP and A&E attendance, a robust cost benefit analysis for the team has identified that for every £1 spent, Live Well generates a Financial Return on Investment of £2.65 with a one year payback period.
4.6 Delivering Reform – Early Years

4.6.1 Hundreds of babies are born underweight in Greater Manchester each year and 4/10 of our five-year-olds don’t have the skills they need to thrive when they start school and progress through their education. 4/10 of our 16-year-olds leave school with less than five GCSEs, which stops them getting better jobs and staying in work. All of this has an impact on young people’s whole lives. GM has consistently recognised the importance of a child’s early years in achieving our long term ambition for growth and reform.

4.6.2 Children who do not achieve a good level of development at age five will struggle in later years with social skills, reading, maths, physical skills and overall educational outcomes. They are more likely to experience difficulties with the criminal justice system, have poorer health and job prospects and ultimately die younger. Enabling parents to give their children the best possible start in life is essential in helping children reach a good level of development as measured by school readiness.

- Across GM the percentage of children achieving a Good Level of Development (GLD) is 62.4 per cent compared with 66 per cent nationally.
- Within this there is significant variation across GM itself with some localities achieving 73.4 per cent whilst others only achieve 57.2 per cent.

4.6.3 Creating consistency of achievement without stifling innovation and further progress in other areas is a key challenge to our GM programme. Our Early Years New Delivery Model is based on consistent age appropriate assessment measures promoting early intervention and prevention, implemented through improved engagement with families with young children from pre-birth to school. This is supported by a series of evidence based interventions supporting short and long term benefits.

4.6.4 The Start Well GM Early Years Delivery Model will reduce duplication and variation and make more efficient use of resources, achieve better outcomes within existing budgets and develop a shared ambition for integrated leadership, commissioning and delivery. Our ambition is that every child in GM is life ready with the skills necessary to negotiate early childhood, primary and secondary school and education and employment.

4.6.5 The Start Well Early Years strategy aims to increase the number of children with a good level of development at age 5 years and to close the gap between children in receipt of free school meals and the rest. Over the last two years there has been a great deal of activity in early years and commitment from Health and Local Authority leads within all 10 localities to implementing and testing the GM model.

4.6.6 The work to date has highlighted a number of enablers and barriers to implementation, which include lack of ability to share data due to the continued use of paper records, no agreed outcomes indicators to assess the impact of the new model, continual cuts to children’s services budgets and the closing of children’s centres and in some areas cutting Health Visitor numbers, which are both vital in delivering the model.

4.6.7 Work is underway to address those barriers through new service models and the enabling work streams of workforce and IM&T. However, the current landscape also offers a number of opportunities we can build on to further progress the delivery of our EY ambition. The newly established GM Joint Commissioning Board to collaboratively commission the shared vision for EYs services across health and social care.

4.6.8 Work has been undertaken using the existing evidence base to understand the impact of each of the planned interventions in the model, and to collate a schedule of costs and benefits of each intervention. It is much more difficult and costly to repair the damage done by child maltreatment in later life than to prevent it during the Early Years. Those who suffer multiple adverse childhood events achieve less educationally, earn less, and are less healthy, making it more likely that the generational cycle of harm is repeated.
4.6.9 Whilst there will be significant short-term gain, the principal impact of savings to the Public Sector will only be realised 10 years after the early year’s period. GM needs to ability to implement this model, understanding that benefits will be realised over a long time period. In our plan, we are committed to having a focus on prevention, as well as delivering more short term benefits.

4.6.10 In the longer term, a failure to effectively intervene to address the complex needs of an individual in early childhood can result in a nine fold increase in direct public costs. Early Years investment is proven to be the best route to overcoming intergenerational inequalities.

Case Study: Brinnington Family Pilot

Stockport have established the Brinnington Family Project which aims to support the early identification of families in greatest need with the emphasis of ‘Whole Family’ working and tailored packages of co-ordinated support through evidence based practice.

Model:

- Early identification of vulnerable 18 month olds – with the emphasis of ‘Whole Family’ working
- Embedding the Stockport Family Approach (whole family working and collaborative responsibility; modelling restorative practice and approaches):
  - Visible multi-agency presence and integrated team at Westmorland Primary School/Children’s Centre site
  - Strengthening links and relationships with local schools, nurseries, Private, Voluntary and Independent settings and childminders
  - Early Years Advisory Teacher based at Children’s Centre
- Workforce Development:
  - Incredible Beginnings Programme – ‘whole setting approach’ to teaching methods in Early Years in order to provide an environment that supports children’s optimal early development

Results:

- 41 18 month olds have received an additional contact plus completion of an Ages & Stages Questionnaire assessment. Of which:
  - 7 satisfactory
  - 32 identified for additional support and intervention (7 of which have been re-screened as satisfactory after only 6 weeks of intervention)
  - 6 families have been identified for CAF assessment.

4.6.11 In Wigan to support their Start Well programme they undertook a ‘perfect week’ in May 2015. A ‘Perfect Week’ is a management tool that ‘suspends the rules’ for a short amount of time in a department or setting in order to trial new ways of working. Schools are one of the only agencies who see children and families on a daily basis and are well placed to facilitate an integrated approach that, in turn, could reduce duplicate and costly interventions and improve outcomes at the earliest stages. The activity that took place in Perfect Week was designed with partners, parents and the community. A significant amount of learning emerged from the Perfect Week and a comprehensive action plan has been developed to ensure this learning underpins the children’s transformation programme. Some of the key areas are:

- **Data and Intelligence:** Schools hold a wealth of data and local knowledge and can play a key role in improving outcomes. This isn’t always possible as key information/ data held by services isn’t shared with schools.
- **Co-location of services**: multi agency teams working on a locality footprint know the families and their needs.
- **Developing school capacity** – schools can be empowered to deliver low level interventions such as early help and lower level CAMHS with the right training, information and advice.
- **Partnership working**: professionals were able to get back to their core function – frontline. Wider services including housing, adult social care, Live Well, debt, Life Centres can play a key role in an integrated offer.
- **Family centred approach/ role of key worker** – schools play an important role in an integrated model – they see children daily! Referral mechanisms, bureaucratic processes and hands offs can cause barriers and stop interventions from being timely.
- **The cost benefit analysis of the Perfect Week** was profiled across a 5 year period and indicated a potential gross fiscal saving of £1,196,918 across public sector partners with a net fiscal saving of £995,465

### 4.7 Delivering Reform – Place-based Integration

4.7.1 The development of place-based integrated working is an essential feature of the GM whole-system approach to the creation of new Public Service delivery models and is central to our Health and Social Care reforms. These new delivery models are being designed against demand; focusing on reduction and prevention, and building on community capacity. It is intended that these new models will maximise operational effectiveness within the context of reduced budgets and are essential to the sustainability of the neighbourhood policing function and other fundamental neighbourhood services.

4.7.2 We are working at three spatial levels in developing our approaches to reform: Greater Manchester, District and Neighbourhood. At neighbourhood level, we are focusing on integrated place-based services that are able to be responsive to local need and build on the assets of the community. This means one front line team, knowing their area and each other. It must remain person-centred, starting with one person at a time, understanding their needs in the context of their family and their community, and building up a true picture of demand locally. Wherever possible services should be delivered within the community (encouraging local innovation), close to home and from a flexible asset base.

4.7.3 Evidence gathered during Public Service Reform programmes has illustrated a drift towards reactive services by organisations and, with ever increasing financial constraints, a lack of capacity and capability to effectively solve problems. This can result in the duplication of activity across organisational boundaries. There is also potential for increasing the engagement of communities and voluntary agencies in responding to demand.

4.7.4 To begin addressing these issues, a GM-led project was carried out throughout the latter half of 2015 that delivered ‘proof-of-concept’ integrated working in a Neighbourhood in Wigan and another in Tameside. These teams used Systems Thinking methodology to deliver experimental working with a single Public Service frontline team working in each place. The purpose of the proof-of-concept working was to build evidence to demonstrate the benefits that can be realised through working in this way, increase understanding of the extent to which frontline roles can be redesigned and recognise the competencies and powers required to deliver these new roles effectively. The work has also begun to identify blockages created by current system conditions that, if addressed, would lead to enhanced effectiveness and future demand reduction.

4.7.5 As a result of the learning from the ‘proof-of-concept’ phase GM supporting an early adopter neighbourhood in each area of GM during 2016/17, following a five phase approach to implementation, using the Systems Thinking methodology.
Case Study: Platt Bridge Place-based Integration Pilot

The Place-based integration work at Platt Bridge in Wigan, seeks to understand how a different approach to place based delivery could help us deal more effectively with current levels of demand, to proactively reduce this demand and improve outcomes for residents and communities. Partner agencies and communities have come together to develop an improved way of working using the principles of a systems thinking approach.

The pilot aims to pick up ‘Wobblers’. They are often vulnerable, and with unmet needs, but not yet sufficiently complex to merit service intervention under current thresholds. Without some help, they may become less able to deal with their situation, and place more and more demand on the system. The ideal scenario for this group of people is to receive support, at the right time for them, to help themselves.

What’s different?

- Familiarisation and Scoping phase to bring system leaders together in the place to learn about the community and to take a systems thinking approach to understanding how the current system supports residents.
- Out of hours testing to understand when the peak times of demand are, from which parts of the community and how effective the current response is.
- A new way of working where frontline staff from across organisations work together with members of the community, individually and collectively, to take a radical look at the way in which neighbourhood issues can be resolved.
- Support from partners in clearing the barriers to change and help to deliver the solutions identified, including improved information sharing, joint resources etc.,

Impact

- There has been significant learning from the early days of the pilot.
- Many of our systems are designed to reduce risk. Focusing on risk rarely leads to addressing need.
- Our systematic response – i.e. enforcement or no further action – does not solve problems or switch off demand – but it is still expensive to deliver.
- Many individuals have been in our systems for a long time (up to and over 20 years) without any resolution. Often these cases aren’t sufficiently high risk to meet thresholds and “unlock” service intervention, so continue to bounce around with the system.
- The best point to engage with residents is in the immediate aftermath of demand rather than waiting for referrals and assessments to be made.
- Intervention is often made at points of crisis, rather than taking the opportunity to intervene earlier. Therefore intervention is often focused on reducing risk – rather than meeting need.
- Services are often configured to keep people out (very high thresholds) or move people through fast (addressing just the immediate demand rather than the root cause of the problem) – neither approach is in the best interest of residents.
- Services aren’t always configured to offer help when needed or required – often the system works to our convenience. For example, many of the cases picked up involved people who work full time. We needed to visit after 6pm – but most of our services are closed by then.
- Engaging with residents doesn’t necessarily need to be done by specialists in the first instance, linking to the Wigan Deal’s new conversation principles.
4.8 Health & Social Care Reform

4.8.1 In February 2015, following on from the devolution settlement between Greater Manchester and the Government (November 2014), the 37 NHS and social care organisations (12 CCGs, 15 trusts and 10 local authorities) in GGM signed a landmark devolution agreement with the Government to take charge of health and social care spending and decisions in our city region.

4.8.2 GM faces an unprecedented challenge: the £6 billion we currently spend on health and social care has not improved the long term outcomes for people living in GM. If we don’t start to act now to radically change the way we do things, by 2021 more people will be suffering from poor health, our outcomes will remain worse than the rest of the country and we will be facing a £2 billion shortfall in funding for health and social care services.

4.8.3 But like the challenge the opportunity is huge. Our goal is to see the greatest and fastest improvement to the health, wealth and wellbeing of the 2.8 million people in the towns and cities of Greater Manchester. Fundamental to the success of the ground-breaking agreement between the Government and GM, will be our ability to draw together a much wider range of services that contribute to the health and wellbeing of GM people.

4.8.4 The impact of air quality, housing, employment, early year’s approaches, education and skills on health and wellbeing is well understood. In GM, General Practitioners (GPs) spend around 40 per cent of their time dealing with non-medical issues. Thousands of people are treated in hospital when their needs could be better met closer to their homes, care is not joined up between teams (within health and social care, but also between wider public services) and is not always of a consistent quality.

4.8.5 Greater Manchester has one of the fastest growing city-regional economies in the country and yet people here die younger than people in other parts of England. Cancer, Cardiovascular and respiratory illnesses mean people become ill at a younger age, and live with their illness longer, than in other parts of the country. Our growing number of older people often have many long term health issues to manage.

4.8.6 We know that there is a clear alignment needed between all public services, and the GM 5 year health and social care strategic plan – Taking Charge – seeks to demonstrate the role health and care services will play in the reform of our City region. We want Greater Manchester to become a place which sits at the heart of the Northern Powerhouse, with the size, economic influence and above all skilled and healthy people to rival any global city.

4.8.7 Put simply, skilled, healthy and independent people are crucial to bring jobs, investment and therefore prosperity to Greater Manchester and to enable our residents to connect to opportunities being created. We know that people who have jobs, good housing and are connected to families and community feel, and stay, healthier. This means they will be more likely to be able to engage in the opportunities that the growth in our city region will mean in terms of employment, leisure, housing and other opportunities.

4.9 The GM approach

4.9.1 Our response to this is to place health and social care reform at the heart of our city region reform and growth agenda; healthy and independent people play a key part in enabling us to achieve our ambition for a growing and sustainable Greater Manchester. We are taking action not just in health and social care, but across the whole range of public services so the people here can start their lives well, live their lives well and age through their lives well.

4.9.2 From a health and social care perspective, we are taking action across the whole range of care services; upgrading our approach to prevention, early intervention and self-care; redefining how primary, community and social services become the cornerstone of local care; standardising and building upon our specialist hospital services through the development of shared hospital services; and creating efficient back office support.
4.9.3 Our Health and Social Care strategic plan –Taking Charge, explains how, as a system, we are going to approach and achieve this and how we will use the £6bn we spend annually and our transformation fund (£450m) to help us change and radically shift the nature of demand and reform service provision. ‘Taking Charge’ means just that - taking charge of the money and the decisions about our health and social care services, so that through service planning, commissioning, delivery and reform, we always align health, money, jobs, education, housing to really tackle the challenges our population face and enable us to make the most of the opportunities the growth in the GM economy affords us.

4.9.4 The reform of health and social care is vital to improving GM’s productivity by helping more people to become fit for work, get jobs, get better jobs, increase their skills and stay in work for longer. It will also help to manage the demand on services created by an ageing population. Addressing together the issues of complex dependency will help those further away from the job market to move towards jobs and assist the low paid into better jobs.

4.9.5 All this means that the people of GM, wherever in the City Region they live, are included in the reform and growth agenda and we all have a role to play in ensuring that happens. Our approach will not disadvantage one part of our population over another. Local services will work together and focus on people and place to transform the role of public services, through a more proactive approach as oppose to reactive approach.

4.9.6 We are transforming the way we use information and empowering our frontline workforce to make more informed decisions about how and when they work with individuals and families. Building on the principles of early intervention and prevention, GM aims to deliver the appropriate services at the right time, supporting people to become healthier, resilient and empowered. To do this we are focusing our delivery and reform in two critical areas:

4.9.7 Creating a new health and care system

The devolution agreement has enabled us to plan, commission and deliver services differently to promote service and system change in ways that build on people’s views and strengthen local decision-making and accountability – with the aim of delivering significantly better outcomes. By working together, unhindered by a range of institutional and cultural barriers, organisations can start to provide truly integrated care to support physical, mental and social wellbeing, improving the lives of those who need help most.

Our new models of care build on NHS England’s Five Year Forward View by re-orienting our health and care systems so that we focus on preventing the big health and care problems, like cancer, cardiovascular disease, diabetes and respiratory, but also tackling key issues such as mental health, social isolation and deprivation which undermine our prosperity as a city region, and investment in early years and employment.

4.9.8 Reaching a ‘new deal’ with the public

At the heart of our approach to devolution is the brokering of a new relationship with the people of GM. The long term health and wellbeing of people will only be secured through a new relationship between people and the services they use; striking a new deal which needs both sides to deliver on its promises if we are going to transform the long-term health of GM.

4.9.9 In its simplest form public services will take charge of and responsibility for their localities (organisations within each Local Authority footprint, so planning, commissioning and delivering at place). For example services are:

- Supporting families to bring up their children to have the best start in life through our Early Years New Delivery Model.
- Supporting all people to live well, supporting unemployed people into work or training and helping people benefit from the fastest growing economy in the UK.

4.9.10 At the same time the people of GM must take greater charge of, and responsibility for, their own health and wellbeing. This could include:
• Keeping active and moving at whatever stage of life.
• Drinking and eating sensibly, not smoking and encouraging their children to do the same.
• Taking advantage of training and job opportunities setting high aspirations for themselves and their families.
• Supporting their older relatives, friends and neighbours to be as independent for as long as possible.
• Getting involved in their local communities.

4.9.11 As the people of GM take increasing charge of their own health, they will become more independent and self-reliant, getting in work, staying in and progressing in work with all the benefits we know that brings, and using public services far less, protecting them for those who really need them.

4.9.12 Each locality in GM has developed a locality plan for the delivery of Health & Social Care Reform which aligns to the GM Strategic Plan and the principles of Taking Charge. Practical examples of new approaches to the delivery of Health & Social Care services in GM include:

**Case study: The Wigan deal for adult social care and health**

The Deal for Adult Social Care and Health is a pioneering approach to adult social care which is transforming this service in Wigan from one which focused on traditional health and social care services to one which builds independence and self-reliance. The Deal for Adult Social Care and Health strengthens communities by taking an innovative asset-based approach to service provision by placing customers at the heart.

The key principles of the Deal for Adult Social Care and Health are:

- Having “Different Conversations” to better understand individual assets, recognising strengths, gifts and talents
- Connecting people with community solutions
- Developing community capacity
- Developing new ways of working by liberating the workforce

The Deal for Adult Social Care and Health is making a real difference to individuals.

For example, Neil: he lives with his parents, he has a learning disability and is diabetic. Neil had previously attended college, supported by a carer and due to risks to Neil’s health he couldn’t be left alone. A social care officer had a different conversation and built a good relationship with Neil and his family. Neil talked openly about his likes, interests, aspirations, skills and abilities. As a result a very different package of support was developed. Neil now:

- volunteers at a Community Warehouse twice a week
- plays football for the learning disability team at the Soccerdome
- utilises his catering skills at Greenslate Farm
- is connected with Shared Lives and being matched with a champion
- has increased in confidence
- has a network of friends
- is considering moving into his own accommodation

Through having a different conversation and linking Neil with activities he is interested in within his local community, Neil’s quality of life has greatly improved whilst a saving of £1,794 per year has also been made.

4.9.13 Trafford aim to improve Healthy Life Expectancy, and reduce the inequalities in on this measure across the borough, and a result ensure that the whole population is able to contribute effectively and benefit from the opportunities offered in Trafford. The Health and Wellbeing Board has adopted this as its overarching priority. Multi-agency activity is focussed on:
4.9.14 They are also focusing on the healthcare offer. Public health aims to maximise the population benefits of healthcare while meeting the needs of individuals and groups. It does this through advising on the prioritisation of available resources, by preventing diseases and by improving outcomes through design, access, utilisation and evaluation of effective and efficient healthcare interventions and care pathways. Trafford are taking a life-course approach to this:

- **Early years**: maximising the impact of health visiting and school nursing; reducing inequalities in breast feeding rates, smoking in pregnancy and oral health; reducing harm caused by domestic abuse; increasing physical literacy; and providing evidence-based early interventions, through consistent identification of babies and children at increased risk of harm.

- **Working well**: the five topics identified for improving healthy life expectancy will have a major impact on the health of working age adults in Trafford. Reformulating health checks programme so that it identifies and supports individuals at higher risk of harm to make the lifestyle changes necessary to reduce risk. The redesign of behaviour change services will also support performance in these areas.

- **Sexual health**: overseeing the implementation of the new contract for integrated sexual and reproductive health services; recommissioning voluntary sector STI and HIV prevention and support; addressing late diagnosis of HIV.

- **Ageing well**: promoting independence in older age and reducing the number of people requiring long term care. There is a need to continue to provide specialist public health input into dementia and falls prevention.

- **Improving the public health impact of primary care**: This includes working on the range and scope of the New Models of Primary Care; consistent delivery of Every Contact Counts; improving physical health services offered to people with mental health problems; working with pharmacies and others to implement the recommendations of the forthcoming Pharmaceutical Needs Assessment and the Healthy Living Pharmacy model.

- **Maximising the public health impact within other commissioned services**: This includes ensuring that all new contracts are adjusted to maximise their public health impact – including, but not limited to, embedding the principles of Every Contact Counts and improving the physical health of people with mental health problems.

- **Population Health Improvement** (addressing the wider determinants of health)

4.9.15 They are also developing a digital interactive Joint Strategic Needs Assessment (JSNA) for Trafford. Having a robust, accessible JSNA will enable them to develop a better understanding of the needs of the borough as a whole, and of different sub groups within it, allowing all commissioners and providers to target services more effectively.

4.9.16 Bolton are developing a Health and Wellbeing Sheltered Housing Pilot to support and reduce the need for A & E attendance and decrease the usage of hospital service by targeted delivery of health and wellbeing activities in sheltered accommodation. It is anticipated that residents who take part in the activities will have improved their knowledge around health and wellbeing and be able to act on this to support their wellbeing and therefore are able to live more independently.

4.9.17 Bolton’s Council’s Strategic Housing and Bolton CCG undertook a data matching exercise to compare the location of sheltered housing schemes with postcode areas which have a high volume
of A&E attendances and non-elective admissions. This data, combined with additional data from Careline, identified sheltered housing schemes that were ‘hotspots’ for use of these services. Residents were then targeted and encouraged to attend activities at a nearby communal centre. Activities include mindfulness and dance sessions and information giving/signposting support such as dementia and stroke awareness, healthy eating information and medication reviews facilitated by local pharmacies. The pilot is still in its formative stages but shows promising level of engagements from the residents targeted.

4.10 Broader Service Transformation

4.10.1 The scope of public service transformation in Greater Manchester extends beyond the ambition and strategy set out at GM level. There is plenty of evidence emerging of best practice we can learn from at city region level. The focus of much of this activity is on better responding to and preventing the issues experienced by those who are most disadvantaged and excluded, for example homelessness, the ‘toxic trio’ of domestic abuse, mental health and substance misuse, as well as debt and financial exclusion. Some examples of these new approaches are described below.

4.10.2 Stockport have a range of services aimed at supporting people experiencing debt and financial exclusion. One of these is the Stockport Local Assistance Scheme (SLAS) which aims to:

- Provide a safety net in an emergency, when there is an immediate threat to health or safety;
- Help people to settle into new housing i.e. after a stay in hospital or temporary accommodation

4.10.3 A key element of the scheme is to identify the underlying causes of the person’s circumstances and connect them with agencies who will work with them to resolve their issues. By providing essential items to enable people to live independently alongside holistic support, SLAS is able to engage with people across a broad range of Health, Employment and Resilience related issues at a point when it is most needed.

4.10.4 SLAS has achieved the following results over first 3 years of programme:

- 4,801 applications accepted and received support
- 65% of applications were due to welfare reform
- 84% of applications are from single people or single parent households
- 94% of applicants accessing SLAS were very satisfied or satisfied with the scheme
- 92% of applicants stated they had not had any of the reasons for their application to reoccur

4.10.5 Stockport have also established a Personal Budgeting Support (PBS) Service which forms part of the Delivery Partnership agreement between Department for Work & Pensions (DWP) and Stockport Council (SMBC) to support the roll out of Universal Credit (UC). Following feedback from Universal Credit Pathfinder areas that referrals into the PBS service were very low or virtually non-existent, Stockport took the approach of co-locating a member of staff within the Job Centre office every afternoon to carry out PBS appointments. Since UC went live in November 2014 there have been 773 total referrals and 524 have attended.

4.10.6 Trafford have been testing new approaches to mental health crises and substance misuse. In 2014, following a successful Home Office Innovation Bid, a Specialist Mental Health Practitioner was seconded into the Integrated Partnership Team at Stretford police station to work alongside police and council colleagues to focus on a cohort of individuals:-

- Perpetrators of ASB whose behaviour is underpinned by sub-threshold or undiagnosed mental health needs
- Individuals who repeatedly present with acute mental health needs and self-harming behaviour who did not access support services

4.10.7 An independent cost benefit analysis of this work examining a 12 month period of activity working with a dedicated cohort of individuals revealed the following:-
- A 15% reduction in call demand to the police
- A 64% reduction in resource demand to the police
- A 20% reduction in calls to North West Ambulance service
- A 42% reduction in attendance at A&E
- A 58% reduction in number of bed days used by the cohort
- A 50% reduction in the number of calls and interventions delivered by the Mental Health Crisis Team.

4.10.8 A Substance Misuse professional from local Acute Substance Misuse services (GMW) is also based at Stretford Police Station in order to:

- Work alongside Police, Council and Mental Health staff to triage emerging risk cases.
- Directly engage with individuals who are presenting demands as per (a) and (b) and support the development of a plan of care and / or intervention.
- Provide brokerage with local service providers to enable a joined up response which addresses the underlying issues.
- Provide the ability to identify incidents involving individuals with substance misuse issues and provide a swift and effective referral and intervention process.
- Instead of drawing a hard line between psychiatric health and addiction, these areas will be treated as part of a continuum. Effective treatment for a Dual Diagnosis involves considering both addiction and mental illness.

4.10.9 The key objective is to reduce the repeat demand on Policing that is generated by individuals with Substance Misuse needs, and to increase the development of joined up case management between the Mental Health and Substance Misuse practitioner to develop co-ordinated care plans.

4.10.10 Similarly Wigan have established a Co-ordinated Community Response Model (CCRM) to Domestic Abuse. The CCRM aims to take a holistic approach to support victims and perpetrators, bringing agencies together to work in an integrated and co-ordinated way in order to affect behaviour change. The new model addresses risk and need at all levels. The Integrated Safeguarding and Public Protection (ISAPP) team is a co-located multi agency team that addresses medium and high risk cases through daily planning meetings. The Refuge and the Community Outreach services were re-commissioned and extensive training has been provided for front line staff. Finally, Operation Strive, funding through the Office of the Police Crime Commissioner, aims to provide a more robust approach to incidents that are categorised as standard risk.

4.10.11 Cost benefit analysis has shown a 20% reduction in re-victimisation for those clients that have plans through the ISAPP approach. There has been a significant increase in successful prosecutions, with fiscal savings to the wider system of £585,000 per annum, and the average length of stay at the Refuge has gone from over six months to less than 7 weeks.
Case Study: Inspiring Change Manchester

Inspiring Change Manchester (ICM) commenced in 2014 and is one of 12 national Big Lottery-funded ‘Fulfilling Lives: Supporting People with Complex Needs’ projects. Like all the Fulfilling Lives projects, ICM is a ‘systems change’ initiative, with ambitions to influence the way those with multiple and complex needs are supported throughout the UK. It does this by developing primary evidence of the key features, functions and relationships that enable the best possible outcomes for those with multiple and complex needs.

ICM is an eight-year programme that has been designed and developed with service users to meet the diverse requirements of people living in Manchester with a variety of complex needs (including a history of problem drug and alcohol use, mental health or emotional well-being issues, accommodation problems and offending). The Inspiring Change Manchester services were developed by both service users and partners from across the voluntary and public sectors. Together, they identified the barriers that stop people with multiple needs leading fulfilling lives, and designed a programme to combat this, which focuses on providing the right range of services at the right time. The ICM programme is delivered by a partnership led by Shelter. Shelter also has specialist support provided from:

- Community Led Initiatives – a community interest company who provide the Peer Mentoring element of the programme
- Back on Track – A Manchester based charity that enables disadvantaged adults to make lasting positive change. They provide Education, Training and Employment activities on the programme
- Self Help Services – A user led mental health charity who provide a mental health pathway on the programme

The main objectives of Inspiring Change Manchester are:

- reaching Manchester residents who need ICM’s support, who are disengaged from services;
- making sure that ICM can provide the most relevant services, at the right time;
- identifying the best way to deliver appropriate interventions; and
- analysing how ICM delivers their services.

A separate, but integrated GROW Campus (Getting real opportunities of work) has enabled individuals with lived experience of multiple and complex needs access to education, training and employment. People can then develop the tools to lead fulfilling, independent lives in the community. GROW traineeships are ‘on-the-job’ training opportunities which provide learning and training for adults with lived experience of multiple needs.

At the start of ICM, five priority areas were identified. These summarise the system changes that ICM believe are required in the Manchester system to achieve better outcomes:

1) No Wrong Door
2) Removing Barriers to Access.
3) Improved information sharing
4) Co-production:
5) Person-centred working

The ICM programme is being evaluated in a multi-faceted way which captures the influence of ICM on the wider system, the lived experience of service users and a full cost benefit analysis.
4.11 Workforce Reform & Behaviour Change

4.11.1 Underpinning all of our reform programmes in Greater Manchester are the principles of:

- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.
- Behaviour change in our communities that builds independence and supports residents to be in control.

4.11.2 A key enabler of reform will be our collective workforce. To deliver a changed relationship between citizens and the state we need to change the way we work. Change not only of our systems, services and processes but our workforce behaviours, values and ethos. This change in mind-set is needed both at leadership level and in the frontline workforce: making reform happen in practice. For our frontline workforce this means, the freedom to focus on what is important to an individual and family, having a different conversation to identify assets unconstrained by tick box assessments. For our administrative functions it means moving to a role of enabler, breaking down bureaucracy and working with the community. Supporting our workforce to deliver this change we need to ensure they have access to the right information to make informed decisions and are supported by leaders who champion a new approach to public services.

4.11.3 In order to deliver behaviour change in our communities through an asset based approach it is recognised that there is a need to empower our frontline workforce to make more informed decisions about how and when they work with individuals and families.

4.11.4 Our Manchester is the name for the 2016-2025 Manchester Strategy that articulates the vision and future priorities for the city. The Strategy reinforces the importance of investing to support economic growth, connecting all residents to the opportunities of growth. Our Manchester is also the working name for emerging work to develop different relationships in the city between public services, residents, communities, partner organisations, businesses. This could involve:

- Having different conversations that build on people’s strengths and assets
- developing new approaches for how public services engage and empower local communities
- encouraging new behaviours and attitudes among all partners
- improving the social and physical connectivity of the city.

4.11.5 There are a number of practical examples of how residents, businesses and the council (and public service partners more widely) are already harnessing this energy and taking a different approach. These range from supporting local volunteer groups to care and maintain local parks, through to the council working in partnership with businesses and local organisations to open up wider opportunities for younger adults with a learning disability.

4.11.6 As part of their Our Manchester approach Manchester City Council have implemented new conversational tools across their Early Help and Children’s Social Care workforce. They have developed a new ‘Conversation Wheel’ for Early Help staff which is a holistic whole family tool which helps workers have a conversation about difficult issues whilst focussing on the strengths of the family across five aspects of life (home, social/community, school/college, work life and health & wellbeing). Manchester have also launched the Signs of Safety approach with over 200 people, including partners, frontline staff, executive members and senior officers. The SoS approach seeks to create a more constructive culture where professionals and family members can engage with each other in partnership. SoS uses techniques and tools for assessing and planning packages of support with families and children, based on:
- Clear distinction between strengths and protection
- Plain, jargon-free language that can be readily understood by families
- Statements of observable behaviour rather than assumptions
- The skilful use of authority by giving families choices about how to work with authorities
- A dynamic assessment process continuing throughout the period of working with the family
- Clear distinction between past harm, future danger and complicating factors.

4.11.7 Similarly Trafford Council are implementing a 3 conversations pilot. Trafford are seeking a fundamental shift in the focus of social care where residents are expected to remain independent for as long as possible and are supported to reach their full potential. The skills and assets of the individual will be considered and solutions such as assistive technology and community support optimized.

4.11.8 The aim is to change the system by liberating the workforce, by giving them permission to use their judgement to implement innovative and creative solutions in order to unlock the potential of each individual and that of their community so that more people live independently. This will reduce demand on the system and our dwindling resources. To do this they are introducing a new approach to social care ‘assessment’. One that’s simple, one that’s based on a different conversation and one that reforms and reclaims social work. A conversation that goes like this...

- **Conversation 1** - ‘How can I connect you to those things that will help you get on with your life’? Those assets and strengths that already exist within your family and your neighbourhood.
- **Conversation 2** - If a person is at risk we ask ‘what needs to change to make you safe’? ‘How do I help you to make that happen’ how do I use my knowledge of the community to support you’? And ‘how do we pull this together in an emergency plan and stay with you to make sure it works’?
- **Conversation 3** - ‘What does a good life look like for you’? ‘Where do the sources of funding and other resources come from to support your chosen way of life’? And, ‘who else do you want to be involved in your support planning’

4.11.9 The approach is to ‘testbed’ the model as part of our place-based integration proof of concept starting in the north of the borough in January 2017.

4.11.10 Wigan have recognised that underpinning the changed relationship with citizens are workforce behaviours, values and ethos. This change in mind set is needed both at leadership level and in the frontline workforce, to make reform happen in practice. They are aiming to foster a culture that embodies positivity, personal responsibility, openness and Transparency so the workforce are empowered to be innovative and creative, bringing new ideas to improve services.
This reform is true for the entire workforce from the social worker to the accountant and from the librarian to the refuse collector. Wigan have established three core behaviours which define how they work and underpin a new operating model.

- Be positive: Take pride in all that you do
- Be courageous: Be open to doing things differently
- Be accountable: Be responsible for making things better

4.11.11 These behaviours create a shared culture that celebrates public service, successes and achievements, and sets out the expectations of workforce behaviour. The intention is to empower staff to take responsibility for their own engagement and development and feel committed to Wigan so that they embody the Wigan Deal and a new relationship with residents.
5. MAKING COMMUNITIES MORE RESILIENT & HEALTHY (HELPING PEOPLE TO DO MORE FOR THEMSELVES)

5.0.1 Greater Manchester’s principles of public service reform set out the ambition for a new relationship between public services and citizens and communities, supported by an asset based approach that recognises and builds on the strengths rather than focussing on the deficits. The principles also propose an approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations. This approach will be essential to realising our ambitions for more inclusive growth, supporting individuals and communities to be healthy and prosperous as part of a growing economy, through maximising existing social networks and community assets.

5.0.2 Through the Call for Evidence it is clear that there is a diverse range of initiatives which are turning these principles into activity across Greater Manchester. The examples given below represent a snapshot of existing activity that public sector partners are aware of and are supporting. A number of key themes emerged from the evidence submitted, in particular the development of new investment models and means of engaging residents, as well as a range of work to build community capacity around issues such as food, green energy or health and wellbeing.

5.0.3 Creating this new relationship is evident in local strategies in GM. For example through their Family Poverty Strategy Manchester have commissioned a ‘think-piece from CLES (Centre for Local Economic Strategies) to focus on the role of anchor institutions and the formation of an ‘anchor network’. The Wigan Deal (see case study), Our Manchester and Thrive Trafford put this new relationship at the centre of their approach to transforming public services.

5.1 New Investment Models

5.1.1 A number of areas in GM have begun to develop new investment models to support the community and voluntary sector. This may take the form of an investment fund, as in Bolton (see case study) and Wigan. The Wigan Community Investment Fund aims to empower communities to use their local knowledge and expertise to develop locally-determined solutions to both challenges, and opportunities. A variety of projects have been supported by the fund, including: Community Warehouse – a hub for the development of social enterprise, offering training and employment, My Life CIC’s Match to Care project – to train 50 unemployed residents who have been made redundant or want a career change in the social care sector, and, Unify Credit Union – aiming to develop a town centre credit union with online banking and business banking for social enterprises.

5.1.2 It is worth noting that the scale of the investment scheme is not always as large as those in Bolton and Wigan. The Make Sale Smile micro-grants scheme in Trafford offers grants of up to £500 for any project that could bring neighbours together. Examples includes street parties, art projects and an archaeological dig. The same is true for Stockport’s ‘Community Chest’ project – Where a panel of local residents was formed to approve providing grants of up to £200.
**Case Study: Bolton Community Empowerment Fund**

The Council has developed a £1.3m Community Empowerment Fund (CEF) which provides a small, time limited investment to voluntary and community sector partners in return for greater involvement of local communities to improve their local areas and demonstrably reduce demand on Council Services. CEF signals a new relationship between the sector and the Council where the Council acts as an enabler rather than deliverer of services. This includes encouraging groups to help each other and collaborate to reduce dependency on council funds and resources including officer time.

CEF is an investment model and groups are expected, as part of their application and activity, to develop sustainable models of delivery. The emphasis is on encouraging new ideas, relationships and developing capacity building ideas which look to increase and/or develop volunteering.

Originally the fund was intended to pilot schemes around cleaner, greener and safer and opportunities for young people. However, the scope has recently been broadened to align with Bolton’s Vision 2030 and now focuses on supporting the themes of being ‘active’ and ‘connected’ while helping to achieve at least one of the priorities:

- Giving our children the best possible start in life, so that they have every chance to succeed and be happy.
- Improving the health and wellbeing of our residents so that they can live healthy, fulfilling lives for longer.
- Supporting older people in Bolton to stay healthier for longer, and to feel more connected with their communities.
- Protecting and improving our environment, so that more people enjoy it, care for it and are active in it.
- Developing stronger and more confident communities in which people feel safe, welcome and connected.

A range of internal and external communications are being prepared to promote the new criteria and the Council is working with Bolton CVS to engage the voluntary and community sector to stimulate new ideas and innovation and to improve the success rate of applications. An evaluation methodology is also being developed to explore the effectiveness of the fund so far in terms of impact and cost savings.

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### 5.2 A new relationship between public services and citizens and communities

5.2.1 As well as new investment models there are many ways in which the relationship between public services and communities are changing, one example of this is the transfer of assets to community management and ownership. One example of this is Great Lever Connected (GLC) in Bolton which is a collective of local groups who have taken over the running of the former Irwell Valley Housing Association UCAN (Urban Care and Neighbourhood Centre) in Great Lever. The group are supported by Bolton at Home staff (who have experience running UCAN services across the borough), but the vast majority of delivery comes from GLC volunteers; between June and October 2015, 694 people accessed the centre. A range of services are offered including: upskilling some of the hardest to reach residents (with support to employment), improving digital inclusion and offering ESOL classes.

5.2.2 There are similar examples of asset transfer in Wigan – with the transfer of Lowton Community Centre to a community group and its transformation into a community ‘hub’ and café. There are also examples in Stockport where Heaton Norris Pavilion has had its management transferred to local volunteers who have explored the business case for the hub and ways in which the Pavilion can achieve maximum use, rather than its current use rate of 25%. The volunteer committee has worked to develop a business plan for the future.
Another example of this changing relationship with is in the way in which public services engage with communities, learn from them in processes of redesign and co-design of services, and provide new opportunities for citizen participation in local budget spend decisions and processes. One way of doing this has been utilising community reporters and researchers. For example Stockport Council have worked to train and support a group of residents to undertake research about the alcohol consumption of residents in their local neighbourhood, and in the process gain Level 2 research accreditation. In addition, the researchers commissioned MaD Theatre to write and perform a play based on the findings. The play was performed over three nights to over 700 people. A similar Stockport project was undertaken to train 13 residents to study the barriers to accessing health food. ‘Grow Cook Eat Central’ project was subsequently commissioned based on that learning, engaging 300 people over a six month period.
5.2.4 Salford City Council have also supported a number of ‘PACT Community Reporters’ who were trained by Inspiring Communities Together over a six week period. Reporters were equipped with the skills to produce their own newsletters and accredited by the Institute of Community Reporters. A series of Newsletters were subsequently produced and further training was offered in conjunction with The Broughton Trust and IVSCP. Inspiring Communities also delivered another pilot project in Salford (with Salford University and the Lower Kersal Centre) to promote volunteering within the city whilst gaining a level one qualification in volunteering. Priority for the scheme has been given to those being supported back in to work.

5.2.5 New models are also being developed to supporting community and voluntary sector activity locally. For example Trafford Housing Trust Capacity Builders support third sector organisations who are tackling poverty. Similarly, Trafford Youth Trust has been established by the Trafford Partnership as a Community Interest Company to establish a partnership framework against which youth provision for 11-18 year olds (up to 25 years for young people with learning difficulties) will be commissioned, grow investment into youth services within Trafford through innovative approaches to accessing funding and other resources, and provide a network for all providers working with or on behalf of young people in Trafford in order to improve co-ordination of services, collaborative working and the development and sharing of knowledge, skills and resources.

5.2.6 In Wigan the Council have acted as a facilitator, to promote neighbourhoods taking pride in their area. The Wigan in Bloom programme now have 30 active community groups across the borough, with over 400 residents volunteering on a regular basis and 17 community groups being recognised in the annual Royal Horticultural Society’s North West in Bloom Neighbourhood Awards.

5.3 Ageing

5.3.4 The Ageing agenda across Greater Manchester has developed significantly in the past nine months. There is a recognition that the elderly population in Greater Manchester is currently under-represented, a situation which is only set to increase as the population of GM ages and the percentage of residents over 65 increases. Estimates suggest that by the early 2030s, half of the UK adult population will be over 50, and by 2037 the over-80s group will have expanded to 6 million. Within GM specifically, the number of over 65s living in GM is expected to increase by 44% by 2028, and the over 85s by 81% during the same period. The GMCA have therefore established the GM Ageing Hub (from March 2016) to coordinate ageing activity across GM.

5.3.5 The Hub has three priorities: GM will become the first age-friendly city region in the UK, GM will be a global centre of excellence for ageing, pioneering new research, technology and solutions across the whole range of ageing issues and GM will increase economic participation amongst the over-50s. GM has some of the world’s leading researchers on ageing across its various academic institutions and the Hub aims to bring their work into local government. The final aim is based on 2 key statistics; if the inequalities in employment prospects for older people in GM were addressed, GVA could substantially increase. Initial modelling suggests that: if the GM 50-64 employment rate matched the UK average, GVA could grow by as much as £813.6million; and if the GM 50-64 employment rate was at the all-age GM average, GVA could grow by as much as £901.6million.

5.3.6 Bolton has two key projects currently underway to engage the ageing population. Firstly, the GMCVO (Greater Manchester Centre for Voluntary Organisation) led Ambition for Ageing programme has allocated Hall’ith’wood Estate in Bolton as an area to build a stronger age friendly community. To date, an asset mapping workshop has been delivered by AfA staff to help residents identify what their local area already has and also highlight what is missing. Following this, a consultation was held between residents and ward councillors in which the councillors spoke directly to residents about the changes they wanted to see, and explained ways in which they could happen.
5.3.7 One example identified by residents was the need to have a local library, as the estate is a distance from book lending facilities. As a result, Bolton Library Services have committed to establishing a mobile library service for the estate. Access to library services will not only help the residents become more connected both with one another, but it will also give older residents with lower literacy levels the ability to improve their skills.

5.3.8 Bolton Council and Bolton at Home have also facilitated the Men in Sheds project in Great Lever and Farnworth which works with men with physical and mental health issues and who are isolated in their local community.

5.3.9 The age-friendly Manchester programme have brought together a vast number of projects across the city related to the ageing agenda. The programme is organised around five key themes: age-friendly neighbourhoods, age-friendly services, involvement and communication, knowledge and innovation and influence. The age-friendly Manchester team have a steering group but also report to the Older People’s Forum; a group of representatives comprised of elderly Manchester residents. The programme has coordinated everything from ‘North City Nomads’ – an organised programme of excursions for elderly people, to an age-friendly nightclub in the city centre.

5.3.10 The Tech and Tea project delivered by Salix Homes, Inspiring Communities Together and Salford City Council was run as a test of change by engaging older people in understanding the benefits of technology in helping them to: engage in neighbourhood activity, reduce social isolation and loneliness and improve health and wellbeing outcomes. The course taught basic computer skills to elderly residents in social housing to help connect them to opportunities within their area and combat loneliness.

<table>
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<tr>
<th>Case Study: Over 50s Worklessness Pilot in Brinnington, Stockport</th>
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<tr>
<td>From April 2016, Ageing Better and GM stakeholders have focussed on worklessness, wellbeing and social inclusion in mid and later life. Initial stakeholder discussions and persona work with service providers, commissioners and professionals in GM underlined the importance of proactive outreach, using entry points outside the statutory employment service, possibly leading with financial advice and working with the whole person and their family, rather than taking a narrow ‘work first’ approach.</td>
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<td>Five of GM’s borough councils (Oldham, Salford, Stockport, Trafford and Wigan) have agreed to participate in a pilot to test these ideas, contributing staff time and supporting us to engage local people and communities. GMCA and Ageing Better will pilot innovative approaches to ageing in place (Brinnington), generating new evidence that can be spread nationally, and adopt and implement evidence of ‘what works.’</td>
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<td>The Pilot will be divided into two key areas of work:</td>
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<tr>
<td>1. <strong>Insight and Co-Design</strong></td>
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<td>The purpose of the first work package is to gather insights and perspectives from people aged 50 and over who are out of work or in insecure work, and to engage them to design an outreach initiative that can be tested in practice in work package 2.</td>
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<td>2. <strong>Test and Learn</strong></td>
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<td>The second work package will be fully specified based on the findings of the insight and co-design processes. The purpose of the second work package is to test a number of outreach initiatives in practice, in order to develop a stable / replicable implementation model, and to gather actionable insights about the further support that people in later life require to move into sustained and fulfilling employment.</td>
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5.4 Building Community Capacity - Food

5.4.1 Food was a theme of activity across a number of areas of Greater Manchester. For example the Oldham Food Network is community led and works with the Growing Oldham, Feeding Ambition partnership to: co-ordinate food activity and support local communities, increase food education and skills, grow food enterprise, communicate opportunities and share resources. Encouraging the community to organise themselves has brought together residents, communities, partners and organisations to work co-operatively to improve fair access to fresh, local, affordable healthy food, building on community development programmes such as Get Oldham Growing.

5.4.2 A similar project in Salford, ‘Making Food Matter’ was delivered as a community based learning pilot in Salford. The project recruited six food champions and aimed to: build skills of local people to deliver healthy and sustainable food messages, create a network of food champions and enable local residents to better understand how to make the most of their food. There were three key outcomes linked to the project: Increase awareness of individual and communal energy consumption and increased commitment to its efficient management, increase involvement of the community in collaborative growing and greening projects and increased economic opportunities in the green economy, greater take up of training and jobs within it and creation of new job opportunities which contribute to sustainability.

**Case Study: Storehouse Pantry, Bolton**

Storehouse Pantry is a partnership initiative which was created at a time when national foodbank use was at record levels. At a local level, Storehouse Foodbank (Bolton) was struggling to meet demand and fast realizing that foodbanks are an unsustainable solution to the problem. The system did not provide dignity and choice, which was something that people in crisis situations were already lacking. There was also potential for existing welfare provision, from Bolton Council, Bolton at Home and voluntary organisations, to be more ‘joined up’ and responsive. There was an appetite for a more innovative solution. A natural partnership was developing on the Johnson Fold estate, where the local church from St Peters Parish, Bolton at Home Neighbourhood Management and Urban Outreach were recognizing local need on an estate, which was in the top 1% deprived estates in the country and 4th most deprived area in Bolton.

After looking at other examples of good practice, the Storehouse Pantry was developed to give local residents access to food and other household essentials for a nominal membership fee. The pilot was launched on the Johnson Fold estate on 3 November 2015.

The pilot project aimed to test the idea of a new model and learn lessons about how this is best implemented, with a view to developing a sustainable model which could be rolled out across the borough. This new model is locally run and managed, making use of local networks and volunteers. The small membership payment not only makes the model financially sustainable, but also changes the dynamics of the relationship between the client and the provider, promoting dignity and self-worth.

The ‘wrap around’ service is an important element of the project. Bolton at Home has invested in providing its ‘UCAN offer’ within pantries and other partners have also used the Pantry to target those on low incomes. There are many opportunities to develop this, as the Pantry lends itself to conversations around healthy eating, financial inclusion, and local issues.

Storehouse Pantry has already demonstrated success in targeting those on low incomes and referrals on to services that can help, such as debt and money advice and employment support.

In the coming months, the second Storehouse Pantry is planned for the New Bury area in Farnworth. There are also plans to launch a mobile pantry. It is hoped that more work can be done to ‘join up’ welfare provision in Bolton and that LWP will support and underpin the pantry.
5.5 Building Community Capacity – Green Infrastructure

5.5.1 Aligned to the ideas of food in communities and sustainability, are projects centred on green infrastructure and energy. Oldham have set up a community energy company to coordinate: saving schools and community groups money on their energy bills, educational programmes for school children and young people to give them skills to gain employment in the growing LCEGS sector and enabling low income households to own shares in a renewable energy co-op. There is also a national apprenticeship standard under development in Oldham for Community Energy Specialists. Work is also underway in Oldham relating to community groups gaining skills in running a business and supporting the community asset transfer programme.

5.5.2 Trafford’s ‘M16 Environmental Action’ Programme is similar to Manchester’s Upping It Programme, aiming to tackle high levels of fly tipping and littering in the Old Trafford area of the borough. The Locality Partnership supported the project by setting up a small grants scheme, offering up to £300 to residents who wanted to improve their local environment. It was simple to apply, and payments were made to individuals (not just constituted groups). Trafford funded 16 projects. Neighbours came together, cleaning and maintaining their back alleys, placing plants and benches there, enabling children to play and people to meet. For example, one project has put art in the alleyway, and is holding art classes for children there. Another project has attracted the attention of Keep Britain Tidy, who has met with the residents, Council and Councillors to discuss trialling a project prior to national roll-out.

5.5.3 Oldham’s BGgreen project has worked to bring built environment issues and community issues together under a single banner. The project aims to physically improve 1,400 homes, as well as addressing some of the deep rooted community challenges of decline and social isolation. Oldham Council have provided a local hub to enable the delivery of localised services and refurbished community spaces to facilitate meetings and events. The Council have also secured further funding for this aspect of the project including £50,000 from Public Health Oldham for local wellbeing programmes, and £49,000 from the Department of Work and Pensions (DWP) for an employment initiative for single parents.
Case Study: Upping It Recycling Project, Manchester.

Upping it grew from the Platt Claremont residents association where a handful of members started the Upping It initiative. They set a goal, to increase the level of recycling in the area from a very poor 28% to 50% in 6 months. Over 160 people were on the Upping It mailing list within weeks and now numbering nearly 300. ‘Street reps’ went door knocking, meeting many of their neighbours for the first time, breaking down barriers, educating people on issues around recycling which has led to the cleaning and greening of alleys, and sustained cleaner environments.

An issue that took increasing prominence was the number of Houses of Multiple Occupancy (HMO) in the area, huge numbers of student houses and the increasing loss of family homes to HMOs - leading to transient occupation, impacting on community cohesion and a lack of pride in the local environment. A new group is to be established in the coming year to focus on this issue.

In twelve months, Upping It has achieved the following outcomes:

- Cleaned and Greened several alleyways with the local residents that has led to improvement
- Developed sustainable partnerships with key organizations such as Manchester City council and The University of Manchester
- Held two parades raising awareness of recycling issues with the building of a 14ft pigeon made with the help of local school children
- Recruited and supported street representatives from across the Terrace Square.
- Aided neighbourhood development as street reps have ‘door knocked’ and met people on their own streets for the first time, leading to greening and cleaning initiatives, improved waste management and steps towards greater community cohesion.
- Provided a model of good practice for other localities with a view to replication.
- Created a series of information flyers for long term use.
- Made useful links with Surestart, Greenheys ALC and Trinity House, all organisations that work directly with residents; all keen to share initiatives.

In twelve months, Upping It has achieved the following outputs:

- Supplied over 100 green bins and 140 grey caddies with bags to improve food waste recycling
- Re-homed over 80 ‘feral’ bins, dumped and forgotten, full of inappropriate waste, now sorted and back in use.
- Developed a mailing list of 271 residents interested in Upping It initiatives
- Supported over 60 active street reps, local people living in the Terrace Square.
- Cleaned and Greened 9 alleyways that has led to sustained improvement
- Held two Parades impacting on 60 school children and over 500 local people on the parades.
- Maintained a strong and committed steering group working the equivalent of 1.5 FTE posts
- Printed over 5,500 flyers highlighting the issues of fly tipping and the dumping food waste and the spread of rats.

5.6 Building Community Capacity – Health & Wellbeing

5.6.1 There is a wide range of activity underway in GM which aims to enable communities to improve their health and wellbeing as well as learning to manage their own health and wellbeing needs. For example Bury Parents Forum (BPF) is an organisation created by families for families, and aims to empower parents and professionals to make informed choices. They deliver a number of activities related to the Special Educational Needs and Disability agenda. BPF held participation events with families and were instrumental in the Short Breaks Tender process ensuring that parent’s voices were heard and the services commissioned met parent’s needs. BPF Also provide ‘Mystery shopper activities’ to scrutinize Bury’s Local Offer, parenting support on Autistic Spectrum Disease and Attention Deficit Hyperactivity Disorder pathway planning and provide support for the
Children With Disabilities team and the Additional Needs team with the Enhanced Health Care Plans and person centred planning.

5.6.2 The idea of communities doing more for themselves is prevalent in Stockport Council’s Health Inequalities Programme. By recruiting ‘Champions for Health’ across the borough, residents have begun to discuss health issues amongst themselves, rather than the Council talking to residents directly. The Champions received training on specific health issues to enable them to offer brief intervention advice to their friends, families and neighbours. In addition, Champions also attended community events as well as setting up/supporting social support groups. 51 residents were recruited and trained as part of the programme, the vast majority of whom are still involved in the work.

5.6.3 The ‘Vision for reducing physical inactivity’ is a pledge that supports the increase and promotion of physical activity in Trafford. The Vision is further supported by a strategic review of leisure centres to inform investment priorities and an assessment of outdoor leisure and sporting facilities (Playing Pitch Strategy) used by the 175 sporting clubs and associations in Trafford. The Playing Pitch Strategy aimed at broadening sustainable access to the wide range of sporting and leisure opportunities that exist within Trafford and to bring together these opportunities within a strategic framework that will ensure that Trafford residents have greater opportunity to access a wider network of sports and leisure facilities that increases the opportunity for every resident to become more physically active.

<table>
<thead>
<tr>
<th>Case Study: Men’s Wellbeing Project, Salford.</th>
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<td>The Salford Men’s Wellbeing Project ran from August 2013 to July 2015 and was aimed at improving children’s wellbeing through improving the wellbeing of their fathers. Unlimited Potential initiated the project as an asset based community development project, applying four steps of an approach to action enquiry called Positive Deviance. The project was based in a deprived ward of Salford called Little Hulton.</td>
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<td>The fathers that the project involved include many who have a background of severe and multiple disadvantage. Importantly a small number of more recently disadvantaged fathers, facing redundancy and other challenging life events, participated in the project. Furthermore a significant number of fathers were motivated by helping others supported by the Project.</td>
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<td>Unlimited Potential recruited a local father as an Engagement Worker; this dad was seen as a peer by the core group of fathers that the project reached. They also established a Council of Dadz, made up of local fathers, who progressively took responsibility for the project. Using four steps of Positive Deviance, known locally as the “4 Ds”, the project discovered an uncommon but successful coping strategy amongst fathers experiencing serious life challenges - they shared their problems openly with other and with a spirit of helping others. The Project then designed ways to encourage this behaviour to be more widely spread, including most notably a Saturday Dadz and Kidz Club. In April 2015, three months before the end of the project, responsibility for ongoing work with fathers in Little Hulton, including continuing the activities that had been set up by the project, was transferred to a newly constituted body known as Salford Dadz – Little Hulton.</td>
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5.6.4 The role that culture can play in health and wellbeing is evidenced in Greater Manchester by the work of the Whitworth Art Gallery and Manchester Museum. The Arts for Health programme, established in 2008, focuses on delivering projects and programmes in collaboration with the Central Manchester University Hospitals NHS Foundation Trust and the Manchester Mental Health and Social Care Trust. This includes work with Manchester Schools Hospitals Service, ward-based creative sessions with patients, artist residencies and medical staff CPD programmes. Once a year, for a week, they also run +Culture Shots, a takeover of Central Manchester University Hospitals in which museums from across the city run workshops, activities and events for NHS staff and their visitors to explore how culture can enhance individuals, professional practice, and patients’ health and wellbeing. Last year over 2,000 NHS staff participated in culture shots.

5.7 Building Community Capacity - Education

5.7.1 Education is an essential element of helping communities to be more resilient and to do more for themselves. In Salford, the Girls Allowed project stages interventions with young females ranging from year 6 to year 11. The interventions discuss issues such as: body image, gender roles, identity, positive thinking, motivation and aspiration, emotional health, sexual health, social media and the consequences of crime. The females referred are generally complex young females with complex dependencies which coupled with immaturity and unstable family lives can mean that the intervention needs to be intensive to have an impact. Out of a Target of 20, the project have completed the intervention with 10 young females, with a further 12 females due to complete by the end of October. There are an additional two tiers within the programme, one focussing on those that are harder to engage with and require 1-2-1 interventions (tier 2) and another tier focussing on young girls who are already involved with Organised Crime families (tier 3).

5.7.2 Mad Lab’s Digital Skills for Women in Greater Manchester (DSWGM) was a three-month ESF-funded training project, which took place between March and June 2015. DSWGM was created for women not in employment, and provided a series of two-day courses, subjects included: basic skills, getting to grips with social media, an introduction to computer programming and an introduction to web development. The scheme was designed to train 75 women, but due to high demand (and MadLab seeking further funding) 132 women took part. Most participants faced one or more barriers to employment, including: carer responsibilities, childcare, disability, English not a first language, lack of confidence, learning difficulties, mental health issues and mobility issues. 15% of attendees are now in employment/self-employment. From anecdotal evidence and talking to learners so far, it is expected that over 50% of participants will secure employment or volunteering opportunities, and 40% will have moved closer to the jobs market.

5.7.3 The Whitworth Art Gallery and Manchester Museum have both developed under 5’s programmes to engage children early with culture in Greater Manchester. Both institutions aim to offer a welcoming and accessible social space for all young children and their adults (which often includes grandparents and extended family members), to spend time together- playing and learning. As well as a range of programmes, The Museum also has a dedicated under 5’s gallery, Under 5’s (opened in 2014). The programmes are all free and the Museum also work with early years settings and professionals in the local community to make the museum as accessible to as many families with young children as possible. In 2015-2016 they saw 23,764 under 5’s visiting the museum with their families and schools. The Whitworth Art Gallery also offer a range of regular programming for under 5s visiting with their families including: Art Baby-Music Baby and Toddler Art Club as well as weekly child-led Early Years Atelier workshops inspired by Reggio Emilia educational philosophies. In 2015-16, 13,720 under 5s visited the gallery with their families as well as in nursery and school groups.
5.8 Building Community Capacity – The Arts

5.9 Arts and culture can play an important role in building community capacity and capability whilst giving residents an opportunity to learn new skills and build their confidence. HOME (the new arts venue in Manchester City Centre) utilised their Engagement Team to deliver free creative workshops in Wythenshawe. The workshops covered paper sculpture, dance, filmmaking and sound design across three community centres including the Wythenshawe Forum, Benchill Community Centre and Woodhouse Park Lifestyle Centre. All work made was then exhibited in a cross-art-form installation which took place at Victoria Baths in September and accompanied HOME’s production of Romeo & Juliet. The project aimed to: contribute to economic and social development in Wythenshawe, help individuals develop talent, knowledge and skills relevant to both commercial and cultural sectors, provide a platform for talented individuals to showcase their abilities, provide an alternative education route to employment and training, particularly for those who may be “at risk” of exclusion, provide a positive diversionary activity for young people living in Manchester districts of high social deprivation, which experience significantly higher incidences of crime and anti-social behavior and to diversify the audiences at HOME.

Case Study: Not So Grim Up North (Manchester and Tyne and Wear)

Not So Grim Up North (October 2015-February 2018) is a research project funded by Arts Council England Research Grants Programme (Grant number: 29250851). It is a collaboration between researchers at University College London and museum partners – the Whitworth, Manchester Museum and Tyne & Wear Archives & Museums (TWAM). The aim of the project is to investigate the health and wellbeing impacts of museum and gallery activities for four audience groups: people living with dementia, stroke rehabilitation patients, mental health service-users and addiction recovery service-users. The objective of the project is to develop a framework to assess the impact of the activities across different audience groups and in different settings. Other partners include the NHS and third sector organisations in Greater Manchester and Tyne & Wear.

The museum-led projects are between 6 and 10 consecutive weeks, with sessions lasting between 1 and 2 hours. The museum and gallery activities take place in numerous settings: in hospitals (acute medical wards and stroke unit), in community settings (third sector partners), and in the museums. The sessions comprise hands-on engagement through mixed creative activities, including museum object handling and discussion, museum tours, therapeutic horticulture in the gallery gardens, and arts activities inspired by the collection (e.g. art collage in the style of gallery paintings; clay making in response to museum collections). The sessions delivered by the Whitworth and Manchester Museum are facilitated by artists, and the sessions delivered by TWAM are facilitated by museum professionals. Group sessions are typically between 5 and 8 participants.
6. REGENERATION

6.0.1 Through the Call for Evidence a number of districts in GM also highlighted regeneration activities that were contributing to inclusive growth locally. These programmes are often focussed on particular neighbourhood centres or town centres and have specific aims to create jobs for local people by supporting enterprise and attracting new businesses into the area, develop affordable housing and reduce inequalities more broadly.

6.0.2 Trafford have a range of strategic regeneration activities which aim to promote a more inclusive economy in the borough. For example the Old Trafford Masterplan includes the construction of Limelight, a new community and health development due to be completed in August 2017 and the construction of an affordable housing scheme. The Masterplan will measure its progress against the 2015 Indices of Multiple Deprivation, in relation to health, economy and employment, housing, education, crime and safety.

6.0.3 The Stretford Masterplan provides a bold vision for delivering transformational change to Stretford Town Centre. Over the past year, significant progress has been made the completion of the Stretford Public Realm and Movement Strategy, design works for the first phase of improvements and the transfer of Stretford Public Hall to the Friends of Stretford Public Hall to bring the building back into active community use. The town centre has also seen a number of new business openings leading to a 13% reduction in retail vacancy rates.

6.0.4 Future Carrington is an exciting project that will deliver new homes and jobs for Carrington. HIMOR is developing a vision for a vibrant community on the Carrington Estate and the former Shell processing site and Trafford Council is collaborating with HIMOR to deliver a sustainable development that unlocks local and regional benefits. The Phase 1 planning application includes 900 new homes, up to 1 million square feet of employment space, a local centre including shops and transport improvements.

6.0.5 In addition to the strategic regeneration plans in November 2015, businesses voted with a majority of 68% (74% by rateable value) in favour of creating a Business Improvement District (BID) in Altrincham. The BID means that all eligible businesses will pay into a fund which will generate £1.4 million to improve the town centre over the next five years. This will be invested in improving the trading environment and will benefit businesses, investors, workers, visitors and residents.

6.0.6 Trafford Council directly support third sector organisations such as Town Centre Partnerships to thrive. As well as working closely with resident-led town centre groups, the Town Centre Partnerships in Sale and Urmston are offered direct support to achieve their objectives which are aligned with Trafford Council’s priorities. The Partnerships actively promote and lead on borough wide schemes such as the G.I.F.T Trafford (Christmas Lights Campaign) and the Town Centre Loans Scheme which allows new businesses to borrow an interest free loan of up to £10,000 to help cover refurbishment and overhead costs. Since the launch, 24 new businesses have opened using the Town Centres Loan Scheme, with more expected to secure loans in the near future. Since the launch, £220,000 has been awarded in loans resulting in £900,000 worth of private sector investment and the creation of approximately 90 jobs. The Loan Scheme has contributed significantly to falling vacancy rates in Trafford’s town centres which have reduced from 19% in March 2014 to 12.5% in June 2016. Vacancy rates have been halved in Urmston and Sale town centres.

6.0.7 Recent work on Salford’s growth opportunities has forecasted development up to 2040. This has identified an opportunity to create up to 40,000 new jobs and 40,000 new homes in Salford, with growth centred on three strategic locations in Salford at Salford Quays / MediaCityUk, the Greater Manchester Western Gateway and Central Salford.

6.0.8 Similarly the Council’s vision in Oldham is to secure long term sustainable regeneration for Oldham town centre and the Borough. Their Strategic Investment Framework (SIF) sets out an approach to delivering future investment that prioritises tackling the barriers to local economic growth (pride of place, public realm and a strong culture and leisure offer), as well as directly supporting jobs in Oldham. It outlines the challenges facing Oldham and its role in the City Region,
along with the opportunities to deliver significant economic and social benefits through well targeted investment.

6.0.9 The framework aims to ensure that limited public sector resources go further and that intervention is targeted where it will have the most benefit, along with the opportunities to deliver significant economic and social benefits through well targeted investment. Independent Economic Assessment of the Council’s Investment plan estimates it will have an impact on local employment by creating more than 4,200 permanent jobs and approximately 230 construction jobs.

6.0.10 The Council has also committed to investing £1 million in a comprehensive new packed of support for businesses as part of its commitment to ensuring the Town Centre supports growth in local enterprise. The fund will be used to help strengthen the identity and distinctiveness of the independent quarter in a range of ways by supporting existing and new start-up independent businesses in the area.

6.0.11 Regenda Homes are also leading Love Limehurst in Oldham, which is a 10 year neighbourhood, on behalf its residents and partners. The people and place-based approach will see Limehurst becoming more resilient, with an active and empowered community that have the opportunity to transform their lives.

6.0.12 The project involves innovative new partnerships with resident groups, other housing associations, businesses, Oldham Council and grant funding bodies. It has recently completed its first two years of delivery and so far has;

- Helped 72 people secure full time employment
- Helped 71 people into part time work
- Helped people into 19 apprenticeships
- Assisted people in filling 53 placements and work experience opportunities
- Helped 11 people start their own business
- Helped 55 volunteering places to be filled by local people.
- Helped 191 people get relevant training
- Helped 101 people onto accredited courses.