

# **HAPPY MANCHESTER**

A report by Manchester City Council  
and Manchester Primary Care Trust

Happy Manchester

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Happy Manchester

Happiness depends upon ourselves.

Aristotle Greek critic, philosopher, physicist, & zoologist (384 BC - 322 BC)

Since classical times many thinkers, including Aristotle have considered that happiness is an appropriate goal for society.

There is an established field of happiness studies, involving economists, policy makers and psychologists in defining what happiness is and how best society can help it to flourish.

Wealth = Happiness?

The national and international debate around happiness is often centred on the fact that wealth doesn't make us happier: suggesting that wellbeing and prosperity decoupled a long time ago. The big difference for Manchester is that although economic growth in the city is faster than the national average – prosperity hasn't reached everyone and there is still too much deprivation.

The decades of deprivation that Manchester has suffered is still impacting on communities. Manchester has experienced sustained regeneration, however many of the communities still experience high levels of deprivation. In the 2007 Index of Multiple Deprivation, the city was ranked the fourth most deprived area in the country in spite of continued economic growth and buoyancy in key areas including the City centre.

The New Economics Foundation think tank recently revealed that people in Britain were much happier in 1976.

This analysis attempted to look beyond simple economic factors to gain a view of Britain's wellbeing that delivered more than a statement on gross domestic product (GDP).

Included in the study were social and environmental factors, in addition to economic measures, in the final measure of domestic progress. Britain it concluded was a happier place to live in the mid-70s.

The New Economics Foundation report stands out, as it is one of the few reports that measures economic growth and looks into whether it is good for us or not. What we need to understand is whether Manchester residents were happier in 1976.

In the last ten years economic growth in Manchester city region has seen £2billion of private investment and the creation of 45,000 jobs. However Manchester is still tackling social problems left over from previous decades of economic decline. Unemployment is above the national average at 3.4 per cent.

Some of the most important issues include poor health, education and anti-social behaviour. A third of the population of Manchester smokes and only half of all school leavers achieve five or more grade A\* - C GCSEs.

The New Economics Foundation think tank recently revealed that we were much happier in 1976

Happiness depends upon ourselves.

Aristotle Greek critic, philosopher, physicist, & zoologist (384 BC – 322 BC)

Happy now!

Manchester has a vision and it is working towards a vibrant, competitive city where the entire population will contribute and benefit from Manchester's success and where everyone will achieve their full potential. Essentially in this vision the population will also have a greater sense of participation, empowerment and happiness.

The Renaissance for the city is underway.

The Manchester Way is our sustainable community strategy. It is a call to action. Through the delivery of vital services everyone who lives, studies, works in or enjoys our original, modern city will benefit. It aims to improve Manchester's economic, social and environmental fabric.

The Local Area Agreement seeks to deliver the community strategy and the agreed delivery path is illustrated below.

The Local Area Agreement addresses interventions that will have the biggest impact on the issues that most affect the lives of people in Manchester. The priorities are: Sustainable Economy; Reaching Full Potential in Education and Employment; Creating Neighbourhoods of Choice and Individual and Collective Self Esteem and Mutual Respect.

Manchester wants its residents to be wealthier, live longer and have happier and healthier lives. It is recognised that public services alone cannot achieve this and that raising expectations and a sense of wellbeing will be fundamental to accomplishing this.

Aims of Aspiration and Wellbeing strategy

One in six adults suffer from some form of mental health problem and there is a downward trend in how Manchester residents feel about themselves. It is hoped that we can impact on this problem by: Helping people have higher aspirations Helping them be more optimistic that their high aspirations can be achieved Helping them to be more resilient to the realities of living in deprived communities

This is the basis of the Happy Triangle

The triangle illustrates that we need to help the people of Manchester have higher aspirations. In order to do this though we must also help them be more optimistic that their aspirations can be achieved and make them more resilient to the realities of their daily lives.

Happy now

The Public Service Board is working across departments to revolutionise its services and to adapt delivery to meet the needs of communities. Although much of our work is geared towards changing people's material or social circumstances, council departments are increasingly being explicit about the need to influence people's mindsets and ways of thinking. The work is not a superficial quick fix. It is not about asking people to cheer up; it aims to introduce practical interventions that will have a positive impact on people's reported level of happiness in the long term.

Wellbeing Project

Funds have been allocated to carry out a number of experimental pilot projects, which are underpinned by structured research and evaluation.

Manchester is currently participating in a national Wellbeing Project headed by the Improvement and Development Agency (IDeA), Young Foundation and London School of Economics (LSE).

Professor Lord Richard Layard based at the LSE is heading up the research into wellbeing and has written extensively on the subject. In 2003 he gave three lectures on the pursuit of happiness.

Specifically he looked at the following three themes: What is happiness and are we getting happier? What causes happiness? How can we make a happier society?

It is essentially the last point that Manchester City Council and its partners are addressing. Taking part in the three-year Wellbeing Project are Manchester, South Tyneside and Hertfordshire local authorities. They will cover five main areas: emotional resilience for 11-13 year olds; wellbeing of older people; guaranteed apprenticeships; neighbourhoods and community empowerment; and parenting.

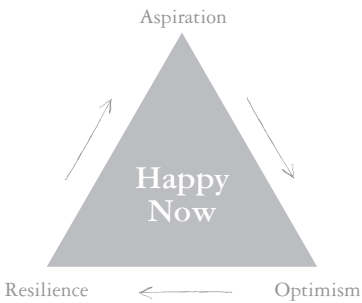
Guaranteed Apprenticeships

An independent consultant has been commissioned to carry out focus groups with young people and parents to gauge how best to market the scheme to 16-19 year olds. They will be asked questions such as: What would the guaranteed apprenticeship scheme need to make it attractive to them and make it a realistic choice.

Alongside this, another consultation exercise is being carried out with employers. An overview document will be produced exploring employers' expectations and perceptions around apprenticeships and their motivations for participation in apprenticeship schemes. Final reports for both pieces of research will be ready by the end of April.

In each of the areas on the Wellbeing Project Manchester will pioneer new approaches; measure their impact; develop replicable methods that can be widely employed; and look at their cost effectiveness.

Manchester A World Class City



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#### Wellbeing Project: Emotional resilience for 11- 13 year olds

In view of the importance of promoting positive behaviour and wellbeing in schools, Manchester implemented a programme to build resilience with Year 7 pupils across 9 schools from September 2007.

The curriculum it is using is an adaptation of the Penn Resiliency Programme, developed by Martin Seligman at the University of Pennsylvania, which has been found to be effective in helping buffer children against stress, anxiety and depression.

The first academic year (September 2007 – July 2008) of workshops will be evaluated in order to assess the success of the programme and to provide information on how to improve its delivery in schools.

Pupils will be surveyed until July 2010 in order to gauge the effects of the workshops over a reasonable period of time. The longitudinal aspect of the evaluation is important because of the possibility of varying effects through time: 'sleeping effects', where programme impacts are not observed until three months or more after the end of an intervention; and declining impacts over time, as has been observed before with workshops based on the Penn Resiliency Programme.

The objectives of the Emotional Resilience Programme are to build children's resilience, prevent depression and anxiety, promote adaptive coping skills, and teach effective social problem solving. The programme will in turn improve attendance and attainment helping more young people leave school with five or more A\* - C GCSEs.

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### Intensive Support Project

Alongside the work on the Wellbeing Project: New East Manchester is carrying out its own pilot project with marginalised people under the name of Intensive Support Project (ISP).

This project works with local people who face the greatest challenges to securing and keeping jobs. They are the people who are categorised as hard to help, typically in receipt of Income Support or Incapacity Benefit. They are people who have lost the belief that their lives can change and feel defeated by the system and have little or no confidence that anyone can really help.

A central feature of the initiative is that skilled staff work intensively with the individual to see how their lives can be sorted out. This may take quite a long time and often involves helping people deal with setbacks – learning to persevere when problems take a long time to solve.

The initiative involves partnership working with other support organisations such as Job Centre Plus' Pathways to Work, Probation Services, and Lifeline etc. The focus is on helping people gain confidence and self respect, as well as delivering outputs such as motivating them to enter drugs treatment, helping sort out their debt problems and – once they are feeling much more confident – getting them back to work.

It is a much more holistic approach and may include things like improving the clients' lifestyle and diet getting them into a regular sleeping pattern and establishing stable living conditions as well as getting people back to work.

### ISP Case study:

Roger is 38-years-old and lives in Higher Openshaw. He has no employment history and he also has a mild learning disability, which makes it difficult for him to break his cycle of unemployment. Roger has mental health issues and accessed ISP to look for supported employment and began to build a support network to cope with his mental health issues.

He became frustrated after a rejection from a job interview and before attending an appointment with ISP took a drugs overdose. As Roger did not arrive for his appointment, his adviser went to his house and called an ambulance.

He recovered but a few weeks later he left an answer phone message at ISP informing staff that he had taken another overdose. Police were called to break into his home with ambulance services and again he suffered no permanent damage.

With practical and psychological support, Roger has gained and sustained part-time employment and continues to access post employment support from the project.

Partners involved in supporting Roger were Job Centre Plus, Disability Employment Advisors, MANCAT, Manchester Social Service and the Police.

With support, Roger has gained and sustained part-time employment and continues to access post employment support from the project.

# One in six adults suffers from some form of mental health problem



Happy now?

Many of the interventions that could increase happiness are under the direct or strategic control of local authorities. It is with this in mind that a new approach to service delivery and staff training is taking place.

The happiness agenda is being adopted into mainstream service delivery. The universal approach is that by helping people to help themselves, people achieve a sense of accomplishment and in turn greater wellbeing.

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Reablement

Adult Social Care is changing the delivery of home care for many of its clients. This has required a culture shift for many of the staff that are retraining to deliver the six-week intensive Reablement courses. Reablement aims to enable clients to live more independently over a period of time.

Case study: Jack, 73, was discharged from the MRI after a coronary artery bypass.

Jack was easily fatigued due to his recent surgery and needed support with laundry, household cleaning and shopping. He was limited to preparing only light meals and also needed support to get outdoors and move around.

He was beginning to feel despondent and unable to cope. If more traditional care methods had been employed then Jack may not have been able to manage and could have been institutionalised or totally dependent on long-term social care services.

His nurse referred him to the Reablement service. Over a period of weeks Jack was given assistance in his rehabilitation. With his agreement, this focused on helping him to find ways of doing things for himself – so that after a short period of help, he could eventually take a shower, get dressed and make his own meals. At first Jack did not believe this would be possible, but with perseverance he began to feel encouraged by how much progress he was making.

It was identified that Jack used a guest shower in the complex and needed his own shower fitted. He was given the Wiltshire Farm Foods catalogue so that he was able to order his own food and he was making progress with his walking.

By week three, Jack was preparing his own meals and was able to walk, assisted, to the village where he lives to go to the Post Office.

By week five Jack was discharged from Reablement support. Jack's diet has improved and he now eats diet-controlled microwave meals. He can manage his own daily tasks such as getting dressed and cleaning. Jack now has the stamina and confidence to walk to Withington village. Jack has also been given a date for his own shower to be fitted.

Reablement has allowed Jack to take control of his situation and recovery.

Individual Budgets

It has been recognised that by giving people more financial control over the budgets spent on their welfare, the outcomes are often much greater for the individual. Individual Budgets allow people to control their resources and direct how best to make use of the funding. This in turn empowers the individual by giving them more control over their lives.

Reablement has allowed Jack to take control of his situation and recovery. If more traditional care methods had been employed then Jack may not have been able to manage and could have been institutionalised or totally dependent on Adult Social Care.

Case study:

William needed assistance with his shopping and also needed to read-dress his social needs:

With traditional care services, he probably would have visited a day care centre and somebody would have done his shopping for him but William enjoyed shopping, so he wanted to consider ways he could use his Individual Budget to continue to do this himself.

One option was to purchase a computer, so that he could order his shopping online and have it delivered – some people have already done this and it has proved very successful. However, William thought a better way of spending his Individual Budget was to buy a mobility scooter; this meant that he could not only do his own shopping and buy the things that he wanted, but it also allowed him to get out of the house and have a more active role in the community. William is now able to visit his friends without assistance, helping to ensure they too maintain their own social networks.

Health Trainers

Thirty per cent of those unemployed in New East Manchester state ill health as the main reason for not working.

With statistics like this in mind the Primary Care Trust (PCT) has developed a programme of Health Trainers to target vulnerable and marginalised individuals who are not addressing the major lifestyle determinants of poor health.

Though they are not medically trained, Health Trainers are trained extensively by public health professionals and their role is to support and encourage people to make sustained lifestyle choices. They are addressing the mindset of individuals and providing guidance and advice on a range of health issues.

With more than 22 per cent of year six pupils in Manchester classed as obese the primary focus for the programme is on physical activity, healthy eating and tackling obesity. The programme also tackles smoking cessation and safer drinking.

Health Trainers are recruited from different backgrounds within the community. There are now 14 qualified Health Trainers based in different services across the city, such as housing associations, clinics, community centres etc. Since the programme started in October 2006, more than 600 referrals have been received.

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Not everything  
that counts  
  
can be counted.

And not everything  
that can be counted,  
  
counts.

Albert Einstein



#### Case study:

Usha, a mother of three young children, lives in Longsight, and was struggling to give up smoking. Usha said that she wouldn't have given up smoking if she hadn't had the support and help of her Health Trainer: Jackie.

"I know its bad for my children, and that my own health is suffering but it's a habit, and when I'm under pressure I find it really difficult. In my culture it's really bad for women to smoke, so I have to do it in secret.

"I had no idea that smoking services existed near to me. Jackie put me in touch with a local group which was for ladies only and helped me to come up with ways to take my mind off smoking such as taking the children to the park, cooking or relaxing in the bath. Each session I had with Jackie we concentrated on different things and the small steps have made giving up smoking more manageable – especially with having children to look after as well.

"She has even phoned me when I couldn't make a meeting to see how my progress was going. I'm looking at how to eat more healthily now because it's important for the family to be healthy so I'm off to a cook and taste session later this week!"

The Health Trainer's point of view: The Health Trainer's job is to listen, support and encourage people to make sustained healthy lifestyle choices that fit in with their daily lives. Health Trainers encourage clients to take small steps to achieve their goals, improve their health which in turn impacts on their emotional wellbeing.

#### Children and Families

Manchester has some of the greatest challenges working with some of the most disaffected and alienated families in the country. The Children Services Directorate has set out a strategy to improve the emotional health and wellbeing of parents and children. Through its Trailblazer research programme it has explored the most effective interventions for improving outcomes, such as reducing anti-social behaviour amongst children and young people.

A range of new initiatives has been introduced to influence the way children young people and their parents feel about themselves and their own prospects.

Fast Track, a study run by the Conduct Problems Prevention Research Group is recognised as an exceptional prevention programme. This is a long-term intervention with many components.

There is a universal aspect, in which all children are exposed to the Promoting Alternative Thinking Strategies (PATHS) curriculum; this is a social and emotional learning curriculum suitable for children from Nursery class upwards, and is designed to enable them to understand and express their own feelings.

There are also selected interventions for high-risk groups, which include parent groups to improve child behaviour, social skills groups and remedial tutoring. The programme involves parent management training and child social competence training, both of which have been shown independently in other studies to be successful in reducing risk of anti-social behaviour. This approach has been adopted in parts of Manchester, and is currently being evaluated.

The Incredible Years Parenting Training Programme in Manchester is run by a core multi-agency team, with approximately 17 full-time staff representing Health, the Voluntary Sector, Family Service Unit, and the Educational Psychology Service.

It uses the Webster Stratton parent/training programme, a well-established and widely available approach that has been extensively trialled and evaluated.



Parent training sessions are carried out in groups using video and therapist –led discussions. Studies have typically involved parents of boys and girls in the four to eight-year-old range.

There have been good outcomes so far from the Manchester programme; the longest follow-up of parents who have completed Incredible Years in Manchester is 12-months. Findings have shown statistically significant improvements in conduct, problems and relationships. There have been improvements in children’s behaviour and parents have said that they have greater self-confidence in their parenting role.

Research into high levels of anti-social behaviour in the city found that parenting is a key factor for many children and young people behaving antisocially. Many parents of antisocial families have found parenting support invaluable and have seen improvements in behaviour as a result.

Case study: Parenting your teen Behaviour of older children and teenagers is a major concern for parents and communities and it is a priority to find effective ways to support parenting during the teenage years.

Good parenting

Manchester’s Positive and Responsible Parenting Board developed a definition of good parenting. It has built upon consultation with parents and organisations working to support parents in Manchester. The consultation showed wide agreement that good parenting is important to Manchester and that responsible parenting is vital to achieve the five Every Child Matters outcomes outlined by the Government; that every child; be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

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Case study: Parenting your teen Behaviour of older children and teenagers is a major concern for parents and communities and it is a priority to find effective ways to support parenting during the teenage years.

Manchester Children’s Fund commissioned the Educational Psychology Service to develop a programme consistent with the principles of the courses for younger children and could be rigorously evaluated. A highly skilled multi-agency team developed the programme and has delivered six pilots in community centres and high schools in Manchester.

Some parents self-referred while others were referred by high schools, school nurses and social workers. The Youth Offending Team is a key partner and uses the course as part of a package of support for Parenting Contracts and Parenting Orders.

Initial results have been highly positive, with parents reporting better communication, reduced conflict and greater ability to establish clear boundaries and to say no to unreasonable demands. The pilot is being extended across the whole city and partners are working hard to collate evidence of impact.

Bay Tree Housing Project

Located in Harpurhey, the Bay Tree estate was made up of four streets of terraced housing that was essentially neglected, in a state of dereliction with high crime rates and properties in negative equity. It was declared a Clearance area. However local residents felt strongly about that and started a Hands off Our Homes campaign.

The City listened to the residents to find out their views and initiated a period of community engagement. Residents were asked to draw up a wish list of what they would like in their area. A Neighbourhood Renewal Assessment was carried out and Bay Tree was then declared a Renewal Area and granted Housing Market Renewal funding.

What makes this project powerful is that it began life with the aim of demolishing an area that had multiple social and economic problems and instead working with the residents it created a cohesive community with improved economic and environmental conditions, some examples of which are:

The value of the properties has risen from approximately £15,000 to £100,000 taking residents out of negative equity and eliminating underlying levels of poverty. The installation of Photovoltaic panels in 61 of the properties has reduced the cost of fuel for those households by 20% and contributed towards environmental protection, and a reduction in fuel poverty levels. Traffic calming measures have made the streets and public areas safer and created an environment suitable for community activities and interaction. A reduction in the crime rate, attributable to the security measures introduced, such as gating the side and back alleys reducing break-ins, and preventing youths from congregating there for alcohol and drug taking sessions and closing escape routes for those committing crime or anti-social behaviour. Inclusion of local businesses in the Facelift scheme, leading to a cleaner, brighter, local shopping area. The residents association’s successful bid for lottery funding of £39,000 to build allotments for children.

The desired outcome was primarily to improve property conditions in the area. What has actually been achieved far exceeds initial expectations and illustrates that innovative approaches can be successful in resolving how people feel about themselves, as well as their material circumstances. For the community and families there is the longer-term hope that in spending their time in creative pursuit, the children will be less likely to become destructive and anti-social in their teenage years. The project is now held up as a model of good practice.

Regeneration can be a traumatic experience for residents; by offering residents and communities psychological support the change in circumstances can be managed. Success lies in positive community engagement and creating a better place to live.

Manchester has clear evidence that by putting families at the centre of all activity, the families become empowered and outcomes are improved.

There is an **established** field of happiness studies, involving economists, policy makers and psychologists, in defining **what happiness is** and how best society can help it to



**flourish.**

#### Tenancy Training

The Housing Training Service provides a Tenancy Training Course designed to help young people achieve the necessary skills, confidence and knowledge to manage their tenancy effectively. This aims to assist young people to gain access to general needs accommodation and prevent them from eviction and the threat of homelessness.

By making young people aware of what their actions can lead to the course aims to educate young people about being responsible tenants.

For example: If you play music too loud or leave rubbish piled up your landlord can evict you. This is classed as anti-social behaviour and it is now very easy to be evicted for this sort of behaviour in the first 12 months of a council tenancy. After this time the council can still evict you or apply for an injunction or anti-social behaviour order.

The Housing Training Service provides housing related support for 16-25 year-olds to live independently in their own tenancies through a preparatory training course. The course usually runs over 8 weeks (2 hours a week), although times can be flexible around the needs of the group.

Courses are run at The City Centre Project in Manchester or at a convenient venue. Additional support around housing needs is provided through individual mentoring sessions. The course is accredited by the Open College Network, which means that on completion of the course, young people will receive a nationally recognised award.

The course covers a wide range of areas related to managing a tenancy including: why tenancies fail; housing rights and responsibilities; dealing with officials; furnishing your home; accessing your local community; budgeting and benefits; dealing with rent arrears; neighbour nuisance; accessing education, training and employment and safety.

Seriously Happy

Happiness - emotions experienced when in a state of wellbeing  
In order to move forward there needs to be an agreed understanding of the principles of the agenda and a shared language. It needs to be established that the rationale for focusing on happiness and wellbeing is being accepted.

Happiness has value:  
Communities understand the word  
There is a field of academic and scientific study devoted to the subject

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The word itself needs to be supported by the core values and this is best illustrated: Happy triangle

It is recognised that there has been some ridicule in the press on the work of the Wellbeing Project. It is not always possible to avoid ridicule and Manchester has never been afraid of trailblazing and leading new initiatives.  
Manchester is one of three local authorities taking part in the Wellbeing project and that work is breaking new ground.

As happiness becomes more recognised and valued then wider acceptance of the work usually follows.

By working with partners to adopt and communicate the core messages of the happiness agenda then understanding of the aims will reach a wider audience.

The local Wellbeing Project has identified that an implicit overarching theme presented in the work carried out, is the notion of control.

As individuals, we want to have some control and influence over the circumstances, which influence our lives. The agenda should be about empowering communities and empowering them well.

Genuine empowerment helps us to exert individual and collective control over the circumstances that affect our lives, which in turn impacts on our wellbeing.

This needs to be implicit in the move towards the happiness agenda. It is not a new concept and essentially the role of councillors is about empowering residents in their wards to work together to create better neighbourhoods for all.

Genuine empowerment helps us to exert individual and collective control over the circumstances that affect our lives, which in turn impacts on our wellbeing.

Happy, now...

“Not everything that counts can be counted. And not everything that can be counted, counts.”  
Albert Einstein

Manchester has begun to embrace the agenda of happiness and is working towards a vision where the city's residents have a better life. It is recognised that in order to do this there must be a strong economy. Success will be visible when the population is wealthier, living longer with happier and healthier lives.

In order to progress the happiness agenda a number of factors need to be developed:

- Measurement of the impact of the happiness agenda on residents
- To establish robust and cost effective ways of measuring happiness at local level
- To establish the value to local government of prioritising happiness and wellbeing in service delivery and strategic planning

Wellbeing is going mainstream and the work of Lord Richard Layard at the LSE and the Wellbeing Project is opening up the debate about how public policy could be structured to improve happiness and wellbeing.

A Task and Focus Group has been set up by the PSB to develop a forward plan for aspiration and wellbeing. This has met twice and is focused on the proposals discussed by the Board at its last meeting.

Measurement

A high level universal measure of happiness overall satisfaction with life as a whole nowadays has been included in the draft Local Area Agreement (LAA) for Manchester for the next three years. We have a baseline from our last quality of life survey 2007.

The forward plan is to include this indicator in a local residents survey annually for the remainder of the period of the Community Strategy to provide trend data. The next survey will be conducted later in 2008. We'll also work with the New Economics Foundation and the Young Foundation to develop a wellbeing indicator set that can fit with our LAA and national policy frameworks. This will measure wellbeing at the local level in three ways: Universal level - partners measuring the overall subjective wellbeing of the local population. Domain level - a more detailed understanding of how people feel about different aspects of life at the local level enabling comparisons between population of groups and neighbourhoods.

Targeted level - measuring wellbeing in terms of how people feel and function, focused on specific groups of residents of service users.

This work will produce a toolkit for the Council and its partners providing practical assistance to measuring wellbeing. This work will have national significance. A draft brief for this work has been written and will be submitted to the Audit Commission for funding.

Wellbeing in the People Strategy

A People Strategy has recently been developed for the City Council and an outline People Strategy has been developed for Manchester public sector organisations by a sub-group of the PSB.

This will build on activity over recent years within partnerships in Manchester enabling staff at all levels to understand their contribution to the vision and outcomes for the area in which they work.

The new People Strategy will develop a consistent culture, values and ways of working across public sector organisations, with an initial focus on three areas, wellbeing, neighbourhood and customer focus. The forward plan is to build a broad understanding of the importance of wellbeing into the overall strategic direction to work-force planning for public services in the City. The Strategy will relate to the directly employed and the commissioned workforce.

The People Strategy will provide the methodology and infrastructure to understand where collaborative action will have the biggest impact. Much of this will be done on a sector basis e.g. Children's Services, Adult Social Care, Health etc. Others can be done at a district level working through District Public Service Boards and this has already started in East Manchester.

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Monitoring and Evaluation

A learning and dissemination plan has been developed for the Local Wellbeing Project. This is being used to develop a local version for Manchester. The plan will not include general promotion or marketing of wellbeing.

The key will be learning from the pilot projects and initiatives in Manchester defined as being directly relevant to wellbeing. Information about the evaluations of the pilot projects and the Manchester specific initiatives is being collated.

From this a web-based resource will be developed enabling practitioners to share and learn from action and evaluation as we move forward. Action will be taken to ensure that learning from initiatives is derived from high quality evaluation. The lead officers for Manchester involved in the different aspects of the Local Wellbeing Project have been meeting regularly for the last six months to share emerging experience. This group will be formalised and extended to cover Manchester initiatives outside of the local wellbeing project.

Communication

A draft Communication Plan has been developed. This will be further developed in the light of feedback from the Board on the presentation given today. This will ensure that

the broader messages are widely disseminated to staff throughout public services in Manchester but, only on the basis of evidence generated through the evaluation of initiatives.

What is it worth?

One of the key areas of added value is that of staff development. Already great leaps have been made in the training and development of staff and how they deliver their services. The approach taken on the Bay Tree Housing project illustrates the ability to listen, engage and deliver in an innovative way.

In Adult Social Care the work of staff on the reablement projects has seen a culture shift in attitude and staff are already recognising the rewards.

Mary Wright works on the Home Pathway team and has said how good it is to be told by customers that she is making a difference to their lives. She outlined that as they are the first people to see their customers on their return home and for many it is the first time that they have needed support it is good to have someone, who is trained to reassure them they can get back on their feet again.

Support worker Iva Laird, who works in the same team also said that they are able to reassure the client that everything will be ok and to see how much they progress over a very short time is incredibly fulfilling.

Services such as Reablement and Individual Budgets are just two examples of new ways of working that will ensure residents in Manchester have access to the best possible services, delivered in the right way for them.

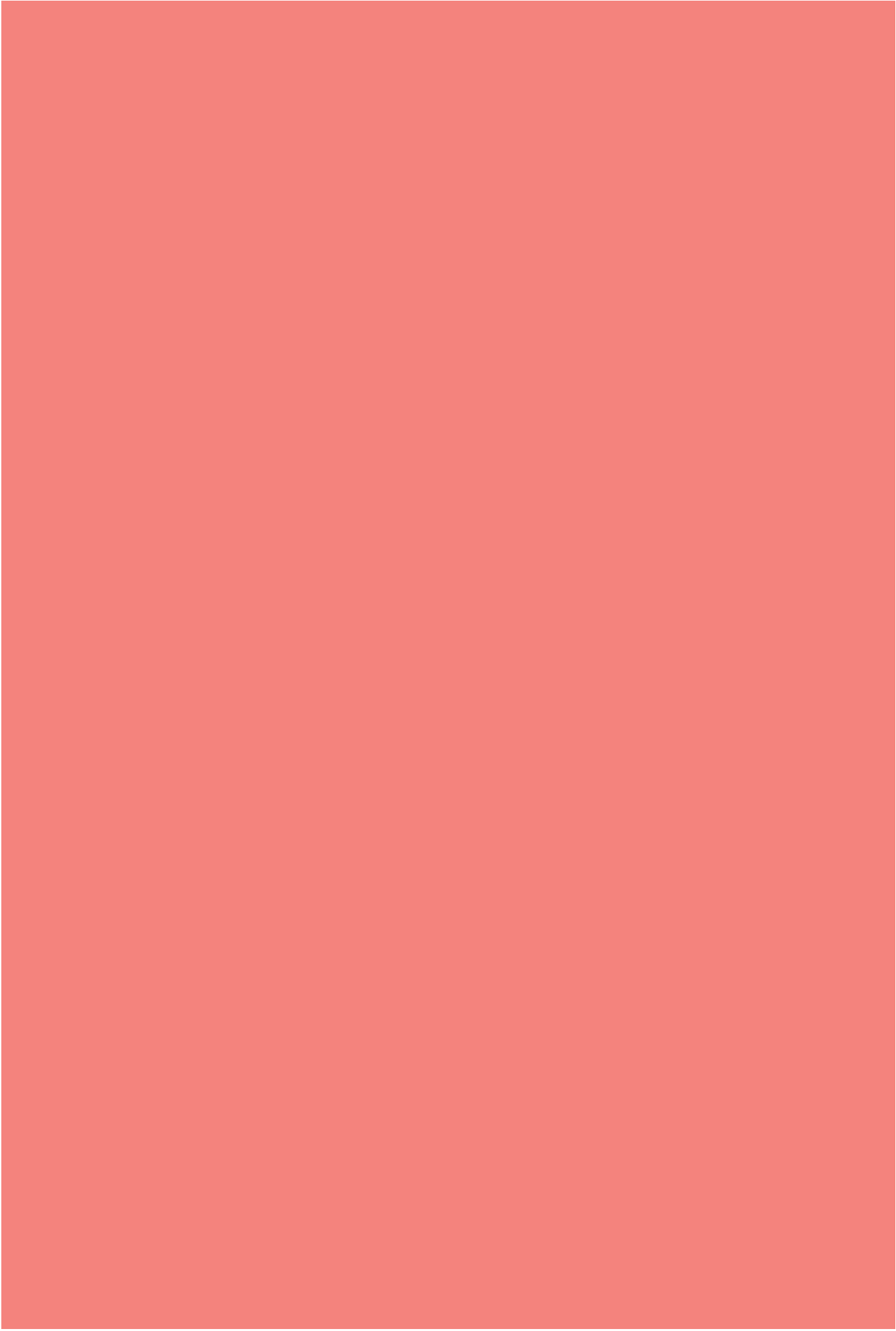
Adult Social Care is also keen to improve the experience for staff – removing duplicate procedures and making sure they are able to concentrate their efforts where they are of most value. Work is underway to look at simplifying paperwork and processes for individual budgets.

This approach takes into account the People Strategy’s vision for the workforce of Manchester.

It is recognised that the happiness agenda is different for Manchester. Manchester has social issues to address such as the drag of physical and mental ill health on the economy.

**Happiness is a core aim for the City Region. Prosperity should be shared, lives should be improved and the aspirations of each and every one of us should be raised. If the renaissance is to continue, if Manchester is to stay on course for a better, stronger future, then we have to deliver a radical shift in mental health and wellbeing. We have to get happy now.**

**Happiness is a legitimate outcome and by applying the science of happiness into our delivery we can and are achieving better outcomes in health, wealth and aspiration.**



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