



**Manchester Local  
Care Organisation**

Leading local care, improving  
lives in Manchester, with you

# Better Outcomes Better Lives Responsive Commissioning

**The MLCO Commissioning Plan**  
How we work and what we will set out to  
do over the coming year  
September 2021



**MANCHESTER  
CITY COUNCIL**



# Foreword



**Cllr Joanna Midgley**  
Executive Member for Adults,  
Health and Wellbeing

"I'm delighted to introduce this new Commissioning Plan. We've been working at pace over recent months to prepare this new Plan which will complement our Recovery work as we emerge from the COVID-19 pandemic.

**Our commissioned services, partners and providers have played a pivotal part during the past 18 months in ensuring that adults with care and support needs are kept safe and have their needs met during a very difficult era.**

This Plan is about looking forward, taking account of the pandemic issues that have come to the fore such as social isolation and loneliness, and building a strong Commissioning function that starts with our residents' wellbeing and strengths, to support residents to live their best lives in a way that is right for them.

It's an opportunity for everyone to get involved and help us collectively transform how commissioned services are designed, developed and delivered. I urge you to get involved and help us shape the future - thank you!"



**Bernie Enright**  
Executive Director of Adult  
Social Services

"I am so pleased to see the development of this Plan that further builds on the work we started three years ago: The Adult Social Care Improvement Plan. Everyone in Adult Social Care has a role in delivering this Commissioning Plan - from frontline practitioners and commissioners to the Voluntary, Community and Social Enterprise (VCSE) Sector, Providers and Partners to make it a reality and delivering fantastic outcomes for Manchester residents.

**Our citizens are at the heart of everything we do. We know we need to do things differently - this will include more focus on listening to our residents, our partners and providers, and staff, as experts, and all of us working together.**

We have a huge opportunity to work differently with Manchester's local VCSE sector, as strategic and delivery partners, to improve citizens' outcomes and to prevent, reduce and delay need for more formal services. Thank you for contributing to Manchester's success and the next stage for Adult Social Care in Manchester."



**Katy Calvin-Thomas**  
Chief Executive Manchester  
Local Care Organisation

"The Manchester Local Care Organisation approach is all about working in partnership with the people, partners and organisations in Manchester to improve health and wellbeing outcomes in the city. Commissioning of services that give people with the support they need at the right time, and in the way they best want it to be delivered, is an essential part of this.

There is a significant opportunity to support Manchester residents to live their best lives, independently and in a way that is right for them, to achieve better life outcomes with less dependence on formal care.

**Innovation with providers to shape the services we commission is crucial to this. It's more important than ever as we recover from the impact of the COVID-19 pandemic, a pandemic that has highlighted inequalities in society in Manchester and across the world more than ever. We can only address these by working in partnership around people's needs.**

I'm really excited by this plan and look forward to working with you as it is delivered and developed in the future."

# The MLCO vision and four key ways of working

Our vision at MLCO is:

Working together we can help the people of Manchester:



Live healthy, independent, fulfilling lives



Have the same opportunities and life chances, no matter where they live



Have equal access to health and social care services



Be part of dynamic, thriving and supportive communities



Receive safe, effective and compassionate care, closer to their homes



We all work to make our vision happen by:

1

Promoting healthy living

3

Keeping people well in the community

2

Building on vibrant communities

4

Supporting people in and out of hospital



Every member of the LCO team, in community health and adult social care, play a part in this through the work they do every day.

# Context - Our Manchester behaviours and principles



# What our partners have to say



“We welcome the chance to provide creative options for older adults and their carers. We would welcome a flexible commissioning approach that would allow us to really tailor packages of care to individual need”

**Sally Dervan**  
Age UK Manchester



“We work very closely with Manchester and have a very open, honest and productive relationship which we really do value. We see opportunities within the plan that will help us to deliver the best possible outcomes for people we work with”

**Collette Leigh**  
Creative Support



“Working with Commissioners is crucial to the city's development of supported housing. The focus on housing, health and care is important to collectively deliver improved outcomes for people we support – with an emphasis on prevention. It's so important that everyone has a safe, decent and affordable home and place to live, to flourish and to start well, live well and age well”

**Charlie Norman**  
Mosscare St Vincent's

A close-up, profile view of a woman with dark hair, wearing a blue and white striped shirt, talking on a black mobile phone. She is holding the phone to her ear with her right hand, which has a silver ring on the ring finger. The background is an office environment with a blurred computer monitor and a red vertical element.

Section 1  
**About Adult Social Care in  
Manchester Local Care  
Organisation**

# Introduction to Manchester

- **Manchester is already a fantastic place to live, work and study.** It has bold plans for how the city will become even more of a place that is economically thriving, filled with talent, fair, a great place to live in and buzzing with connections by 2025 (ref: Our Future Manchester 2025).
- However, we know that the **opportunities to make the most of our places are not equally spread out across our whole population**, and that some Manchester citizens do not always feel the full benefits of living in our city. The Covid-19 crisis has hit Manchester particularly hard: the rate of Manchester residents with at least one positive Covid-19 test per 100,000 was much higher than the rate for England as a whole\*. This could potentially have knock-on effects to Adult Social Care teams in the city.
- **Adult Social Care in Manchester is pioneering, operating within an integrated health and social care system.** Delivery of Adult Social Care, including commissioning, is managed within the Manchester Local Care Organisation (MLCO). The benefit of MLCO is the teams working together to provide a holistic approach to Manchester's residents, coordinating care around a person's aspirations and needs.
- Our work is also greatly influenced by policy development at **Greater Manchester Health and Social Care Partnership (GMHSCP)**, and through the Association of Directors of Social Services (ADASS). We seek to play an active part in health & social care developments across the region and beyond.
- **There are a number of projects across Manchester that will improve outcomes by supporting citizens to live more independently.** This will result in less restrictive support packages, more innovative support options and reduced costs. Manchester has been on a positive change journey for the last two years and has made clear investments which have created solid foundations. We want to support Manchester citizens to have the best outcomes and be independent as possible in their communities, living their best lives.

# Improving outcomes for adults

- We want to build a system that supports **earlier needs, better**, based on citizens' strengths. Doing this right means that Manchester citizens receive the **right support at the right time**, based on individual needs, delivered at neighbourhood level by integrated teams through a population health management approach.
- There is a **significant opportunity** to support Manchester residents to live their best lives, independently and in a way that is right for them, to achieve better life outcomes with less dependence on formal care. This is the foundation for MLCO's **Better Outcomes, Better Lives (BOBL)** programme.
- The BOBL programme will reduce, prevent and delay citizens needing formal care, **which will improve outcomes for Manchester citizens** and make sure that Adult Social Care can be delivered sustainably, as improving citizens' outcomes will also have financial benefits. It will operate alongside other system-wide strategies, like the **Manchester Housing Strategy**, to make sure that all services across Manchester are working in sync as enablers to support citizens' independence.
- **It will also put the right support in place to prevent avoidable hospital admissions which may otherwise happen due to the impact of wider determinants of health.**



**We know that, if we act now to support citizens to maximise their independence, by 2024 we can achieve\*:**

- **18** fewer people in **nursing care** and over **90** fewer people in **residential care**, than if we don't act
- Avoiding **52** people more than currently projected from going into **supported accommodation**, which, without intervention, is estimated to be close to 800 people in total by 2024
- Almost **84** fewer people needing **home care support**, which translates to more than **7,300** hours' reduction in weekly home care packages.

# Looking ahead - what it will feel like in 4 years time

## How residents will experience our Manchester services

The **Better Outcomes, Better Lives programme** is wide-ranging and is focused on **embedding strengths based approaches** with frontline health and social care staff, improving short term support for citizens to live their best lives in their communities, and making sure that there is support in communities for citizens, carers and families **to connect to when they need it**. These are our aspirations for what social care will feel like after the BOBL programme is complete in 2024:

### For citizens in contact with Adult Social Care:



- Discussions with health and social care staff will be consistent, person-centred and focus on how citizens would like to **live their lives** and enabling them to explore different creative options to do this, including assistive technology.
- Better **early help** by making the most of all points of contact that citizens have with health and care, including a **better online presence** so those who need support can help themselves as quickly as possible.
- Enabling more people to do things for themselves and remain in their own homes, or have care closer to home so that they can be **connected to their communities** in a way that is right for them.
- If leaving hospital, or in need of a step-up of support, an **excellent reablement** service with technology enabled support throughout it, will be there. This will mean that citizens will be more likely to be supported **at home or in their local neighbourhood in 2024**, rather than in residential care.

## How families and carers will experience our Manchester Services

### For families and carers:



- The lives of **carers and families** will be as important as a person in direct receipt of care when discussing support. Carers will be supported to have fulfilled caring experiences in a way that is right for them for as **long as possible**
- Through the new **Carers Manchester Contact Point**, carers can expect proactive and flexible support. This will enable any challenges to be identified early, and will for diverse support to be put in place which improves the wellbeing of carers and sustains them in their caring role.



- Community teams will be supported so that users can access specialist support services, including for **learning disability, mental health and autism**. Health and care staff will be part of **integrated neighbourhood teams** across Manchester, so that local support is provided that understands the strengths and needs of local people.

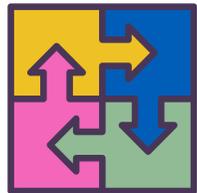
# Looking ahead - what it will feel like in 4 years time

## How staff will experience our Manchester services

### For health and care staff working on the frontline in Manchester:



- Teams will have more freed up capacity to focus on delivering the right support to the right people. Teams will have more confidence in having a conversation with citizens, families and their carers focused on their strengths and practical opportunities, like assistive technology, to living more independent lives.
- Teams will have increased awareness and confidence in community resources in the areas they work, through training and new information links.



- NHS, hospital and social care teams will work more closely together. They will also work more closely with colleagues in their neighbourhood, such as district nursing, and with health and care commissioners.



- Staff will have more support and freedom to put in place the right technology into people's homes, through responsive commissioning.
- Staff will have more confidence to use and trust data to understand how change is happening. This will support them to be empowered to have the biggest positive impact that they can, as important changes can be prioritised.



Section 2  
**Introduction to the  
commissioning plan**

# Commissioning Plan: What it will do

- Historically, '**commissioning**' has been how we work to arrange and buy services for people who need adult social care in Manchester. **In MLCO, we want commissioning to be much more than that.** Effective, strategic, compassionate commissioning will be how we work with system-wide partners to respond to local needs in a truly place-based way. **Citizens are at the heart of everything we do.** We will be relentlessly focused on cross-cutting, inclusive outcomes that matter to local people, from all backgrounds and walks of life.
- Our approach to commissioning will **support integration between health and social care services** in the coming years – in whatever form that may take as plans for the GM Integrated Care System (ICS) are finalised, and the role of MLCO in health commissioning at a local level develops. Given the current responsibilities of MLCO, this plan is currently aimed at commissioning in Adult Social Care, but over time it may adapt and expand so that its vision, design principles and workstreams also support health and social care commissioning. It will also provide a platform to strengthen links with Children's Services, to make sure that citizens are supported across their entire journey.
- It will be how we **innovate with providers** and **shape local markets** to respond to the short, medium and long-term challenges that we collectively face as we recover from the Covid-19 pandemic. It will help us grapple with an ever complex landscape, where we increasingly recognise that social determinants of health will be crucial not just to social care, but also to health services.
- This Plan is the start of the transition toward a new model of **strengths based commissioning**. It will help us take the first steps toward implementing our vision, design principles and workstreams – but we know that this will be a longer term journey. We may not be able to achieve all that this Plan sets out in 12 months, but we are committed that this is our direction of travel: for the benefit of Manchester residents, our staff, partners and providers.
- The continuing **Covid-19 pandemic** will undoubtedly have a lasting impact for health and social care – this year and likely beyond. By delivering this plan, we aim to have health and social care services that are more resilient to potential future shocks, and to have services that are adaptable and forward-facing to grapple with the challenges that lie ahead.

# Commissioning Plan: What is it?

**We want our Commissioning Plan to be the start of the conversation.**

It will be updated every 12 months, and future versions will update on areas of success and new priorities. It should help focus in on areas for us to talk to people – be they residents, staff, local businesses, or anyone who wants to be part of driving Manchester’s future. By September 2022, we want citizens, staff and partners and providers to feel a real change in how they have been engaged in commissioning:

“I know how I can be heard and get more involved in how services are commissioned and designed, and understand how services impact citizens who are in contact with Adult Social Care”



**With citizens**

“I understand what strengths-based commissioning looks like, and can see how this will be part of my day-to-day work”



**With staff**

“I can see how I can contribute to the LCO's outcomes, and how I can discuss new ideas to improve outcomes for Manchester”



**With partners and providers**

# What it will feel like in 4 years time: Co-production

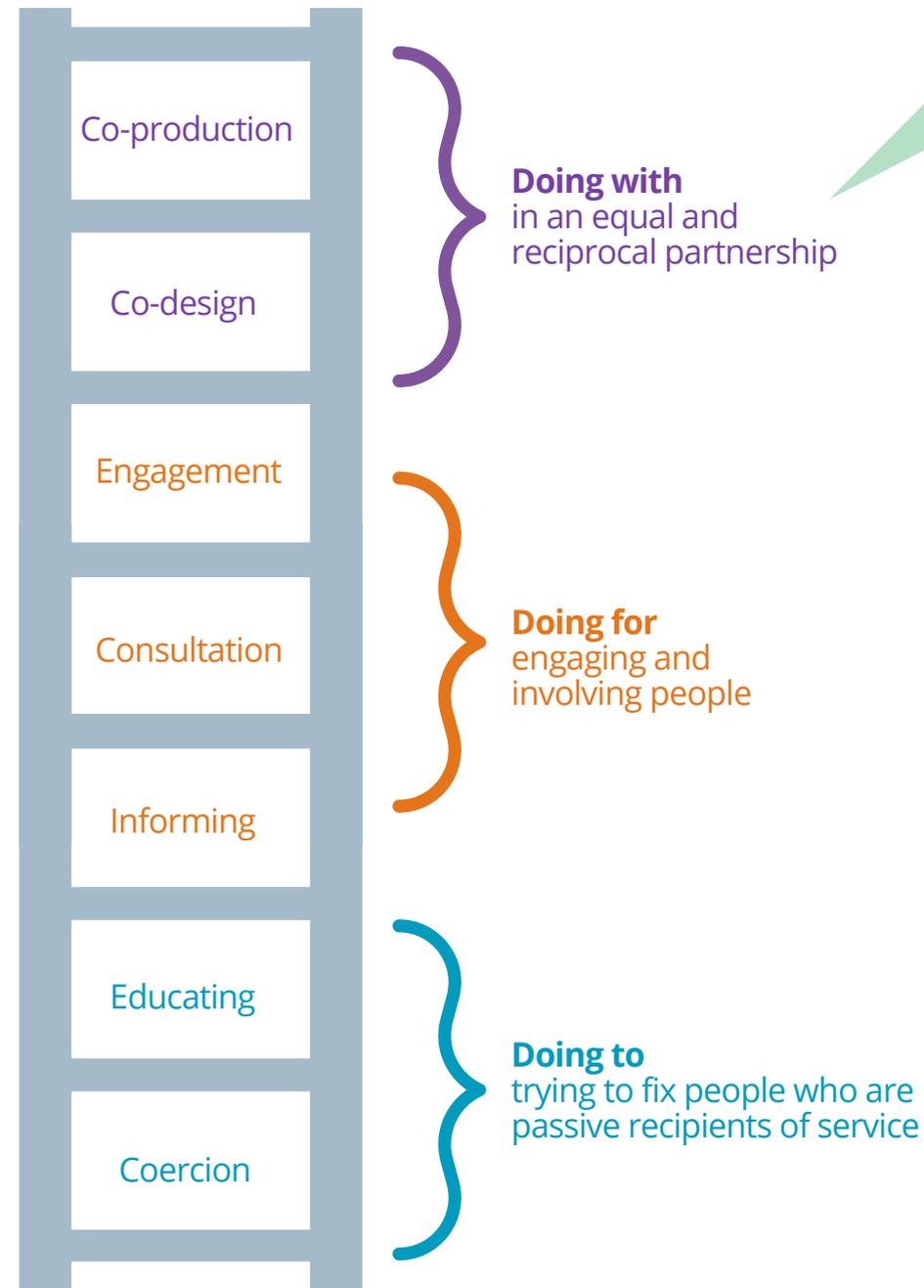
**We know that we could do better in co-producing our commissioned services with citizens, families, carers and staff.**

This Plan outlines how we will start to put the processes in place to do that.

The different levels that engagement might look like is summarised by the **Think Local, Act Personal ladder of co-production\***

We won't always be able to co-produce everything we do. However, we want to be at the top end of the ladder more consistently.

**\*Source:**  
<https://www.thinklocalactpersonal.org.uk/Browse/Co-production/>



Section 3

# Our vision for adult social care commissioning



# Commissioning Plan - Our Vision

This is what we think success looks like for Adult Social Care Commissioning. Our vision for citizens, staff and partners and providers will also support the five aims of population health management.



## For citizens, families and carers

I am able to live my best life safely, happily and independently in my home

I am connected to my community – my family and friends – in a way that is right for me

I know where I can get support for myself and my family in my community when I need it, where I need it

I feel that the support I have is world-class and right for me

I feel fulfilled as a carer and supported in my caring role

I feel resilient and able to live my best life, and know how I can be resourceful and supported in challenging situations



## For staff

I'm thriving in my role, and I am making a difference to people's lives, have the tools to do my best, and am proud to work for the LCO

I'm challenged and inspired by our aspirations

I feel part of a system with citizens, communities, health, providers and different teams from across the LCO, and I am confident that my role provides a valuable contribution to maximising citizens' independence

I know what's going on in LCO and in communities

I feel able to identify problems and work with my colleagues and citizens to co-produce solutions



## For partners and providers

We are intrinsically linked to the people in our community. They support us and we support them

Our partnership with MLCO helps us to support people to live more independently and to be proactive about the challenges we all face

MLCO is fair, supportive, trustworthy, ethical, low-carbon and sets a high standard for care and innovation

I am financially viable, agile and pay staff the Manchester Living Wage

MLCO has connected me with my local community, e.g. via schemes to help young people with LD to find employment – there is loads I can do for my local community!

Improve health and wellbeing of the population

Increase the wellbeing and engagement of the workforce

Reduce per capita cost of health care and improve productivity

Enhance experience of care

Address health and care inequalities

The Five Aims of Population Health

# Design Principles

Our design principles set out how we want to work – with residents, the voluntary and community sector, partners, staff and others in and around Manchester – in order to deliver our vision



# Design Principles: What do they mean?

1

**Citizen-focused: Manchester citizens are at the heart of everything we do**, and all of our commissioning activity will be outcomes focused. We will be entirely focused on creating a system that supports citizens' strengths to maximise their independence. This means always starting with the end in mind – what are we seeking to secure that matters to people and place, in terms of outcomes and experience? What does a “**good day**” look like for Manchester citizens, and how do we work across the system to support that? How can we create an equitable, inclusive environment for all of Manchester's diverse neighbourhoods?

2

**Collaborate and co-produce with partners and providers**: Wherever possible we will explore **co- or joint-commissioning and collaborative provision** – recognising that outcomes are often the responsibility of multiple bodies (such as the Council, LCO, MHCC, MFT or Greater Manchester), that these outcomes require multidisciplinary interventions and partnership working to secure them and that engagement will start with us listening to what partners and providers have to say. This also means working together with providers to develop the local market both in Manchester and Greater Manchester, so that we are clear about where responsibility lies for citizens' voices.

3

**Have a leading role as a systems facilitator**: We will be a systems leader, coordinating transformation and integration across systems and partners around a strategic vision, as a **trusted commissioner**, and shifting away from sporadic, disparate and siloed working.

4

**Embedding a learning culture:** Our commissioning activity will be focused on learning and iteration, and on being responsive in acting on the ideas and insights coming from all staff. This means being brave enough to say when things are not working in the way they were intended and swift enough to make changes, developing and learning quickly as well as providing good assurance on impact and benefits delivered.

5

**Evidenced-based:** We will be informed by evidence-based needs assessments, considering a wide source of evidence and information including from citizens' experiences.

6

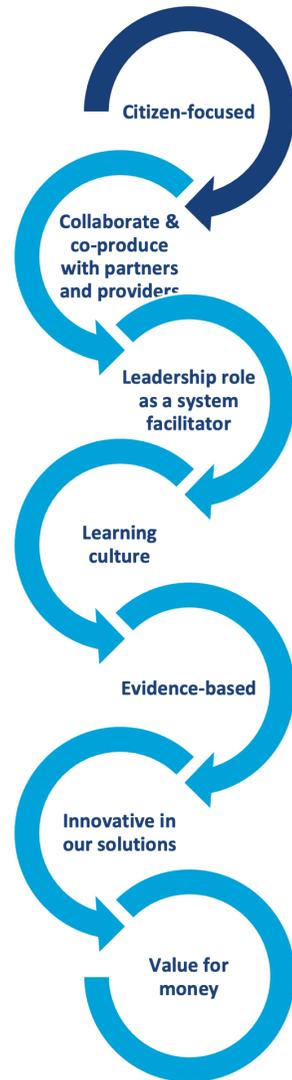
**Innovation:** We will incentivise and secure outcomes through more innovative and agile methods, not simply traditional 'service delivery'. This means through our commissioning practice we will be able to support new, innovative ways of commissioning, contracting, delivery and evaluation, taking managed risks to try new things.

7

**Paying the right price:** In all that we do we will maximise opportunities for efficiency, value for money and return on investment. This means payment and monitoring arrangements that recognise and incentivise securing outcomes, not simply delivering activity. Social value will be at the heart of what we do, making sure that every contract delivers additional value for Manchester.

# Design Principles - Integrated place based commissioning

Our design principles will also support us to work with colleagues across MLCO to support the delivery of place-based commissioning outlined in the MLCO Transitions Plan



The functions we provide will be informed by the assessment of and arranging **of care and respond to the lived experience of staff and citizens**

Processes will look to ensure **equity of access to care, support and treatment, ensuring eligible needs are met**

Provide services that are strengths-based ensuring the **provision of earlier support**, providing people with **greater choice and control over services** they can access and support for those who need it

Strengths based commissioning and contracting will happen **in partnership with operational teams, service delivery, providers and wider system partners**

We will work to **agreed principles** across health and ASC /deployed functions

**Start from functions** with agreed and understood definitions

**We will work towards developing agreed and understood pathways for our citizens**

We will work to **secure a reduction in (health) inequalities and improve prevention and early intervention, population health and wellbeing.**

Clear and agreed **responsibility and accountability for functions and decision making**

MLCO Transitions Plan: Integrated Commissioning  
Ambition & Principles

# What will this look like? - integrated place based commissioning

Our work so far has focused on embedding **strengths based approaches** – now we need to shift to developing a **strengths based system**. Commissioning will be a crucial part of that shift. Below are some of the practical priorities that we will focus on over the next 12 months to support this. These eight priorities will be the starting points for taking forward our ambitions, and will also support the delivery of specific points of the MLCO Operating Plan 2021/2022 (indicated OP):

## Putting prevention into practice

Create an environment with more citizen choice and control, with support closer to home that enhances peoples' wellbeing and independence in a way that is right for them

## Market Development

Plan to support the adults social care market to be innovative, improve outcomes, align to LCO's strategic objectives & ensuring adequate supply of future support

OP  
1

## Citizen commissioning

Making sure that commissioners have the tools and knowledge to meaningfully involve residents when developing support models, and to make sure that citizens' voices are heard when things aren't right

## Community led commissioning

Creating and using flexible purchasing models for community-led solutions that are more personalised, strengths-based and build resilience

## Flagship commissioning activities

Identifying the highest impact projects in adult social care to make them more than the sum of their parts

OP  
7

## Building Local Good Practice into Business as Usual

Taking stock of current arrangements to make sure they are the best they can be

## Contract management

Driving better outcomes for citizens through robust performance management of existing support delivery, evolution of measuring outcomes and better relationships with providers

## Skills for strengths based commissioning

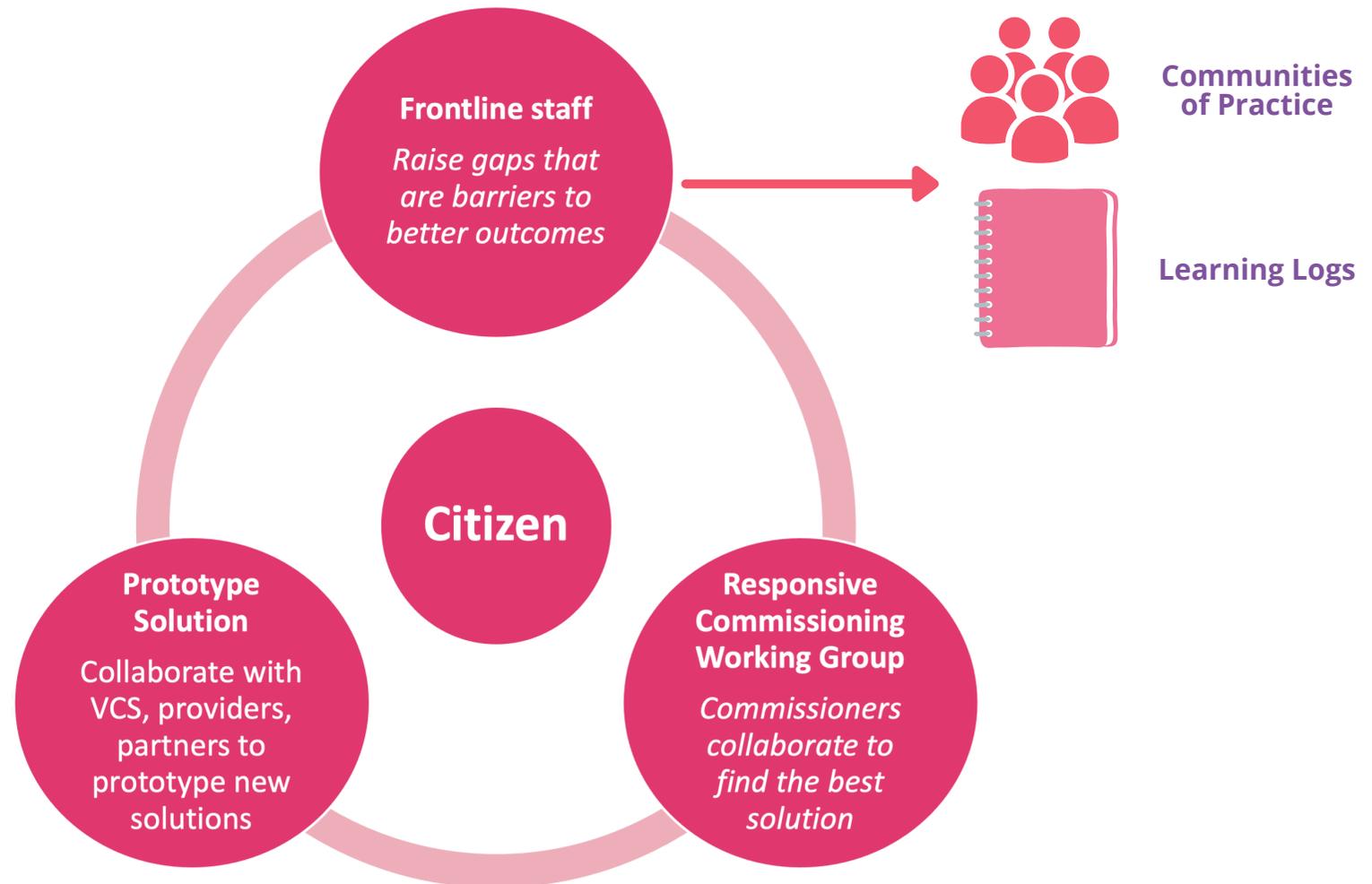
Equipping the commissioning workforce and stakeholders in the widest sense with the knowledge and skills to deliver the commissioning plan priorities aligned to our Organisational Development (OD) plan

OP  
4

OP  
12

# What will this look like? - Practice led commissioning

Whilst we have been developing this plan, we have already started **piloting new ways** of working that put our design principles into practice and provide a starting point for taking forward our eight priorities over the next 12 months. This has centred around **co-producing solutions** to gaps and opportunities identified by frontline care assessors and social workers that can result in better outcomes for a citizen or citizens.





Section 4  
How we want to work  
toward our vision

# Enhancing relationships with partners and providers

**Partners and providers, and their workforce, have a critical role to play in the delivery of the commissioning plan.**

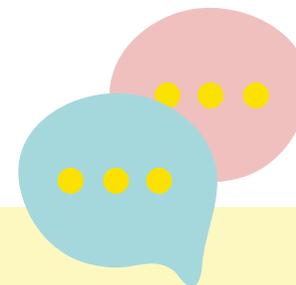
We want this plan to accelerate and energise even further a two-way dialogue between MLCO commissioners and partners and providers, all with the end view of delivering improved outcomes for citizens.

Partners and providers can expect for these discussions to be had at all levels, and these are some examples on the right of the topics we want to explore.



**Citizens are at the heart of everything we do.** We want to work with providers and partners to support Manchester residents to live their best lives, independently and in a way that is right for them, to achieve better life outcomes with less dependence on formal care.

## Key topics for discussion



### Strategically

What are the system-wide challenges that adult social care faces, and what is my role – alongside MLCO, MCC and other partner agencies – in tackling them? What are the major innovations that could really shift practice and improve outcomes for residents? What are the challenges, and opportunities, that our collective workforce will need to be supported through in the coming years?

### Tactically

How can I play my part in supporting a strengths based approach to improve outcomes for the people I'm working with? How do we prevent need from escalating, and how do I make sure that citizens have the package of care that is right for them? What are the opportunities for innovation for the services I'm delivering?

### Operationally

What are the opportunities to maximise citizens' independence, and support them to live their best life? How can the best outcomes be delivered for residents – even if they're not by my service?

# Early opportunities for partners and providers to get involved

The **Market Development** priority being developed as part of this Commissioning Plan will set out medium- to long-term aspirations for how we best work with partners and providers across industries and sectors to improve outcomes. In the short-term, some of the activities that we will be pursuing to start with are below:

- There are some **specific commissioning activities** that will be advertised over the next 12 months, and we will be proactively asking partners and providers to co-design solutions for these. An overview of these is given on page 28.
- One of our strategic priorities will be to take a **system-wide view of how strengths based approaches can be embedded across adult social care**. We will be discussing this more at our established fora, which we recommend that partners and providers register for:



**Homecare  
Provider Forum**  
Going live in 2021



**Learning Disability  
Provider Forum**  
Going live in 2021



**Macc (voluntary &  
community sector)**  
Going live in 2021



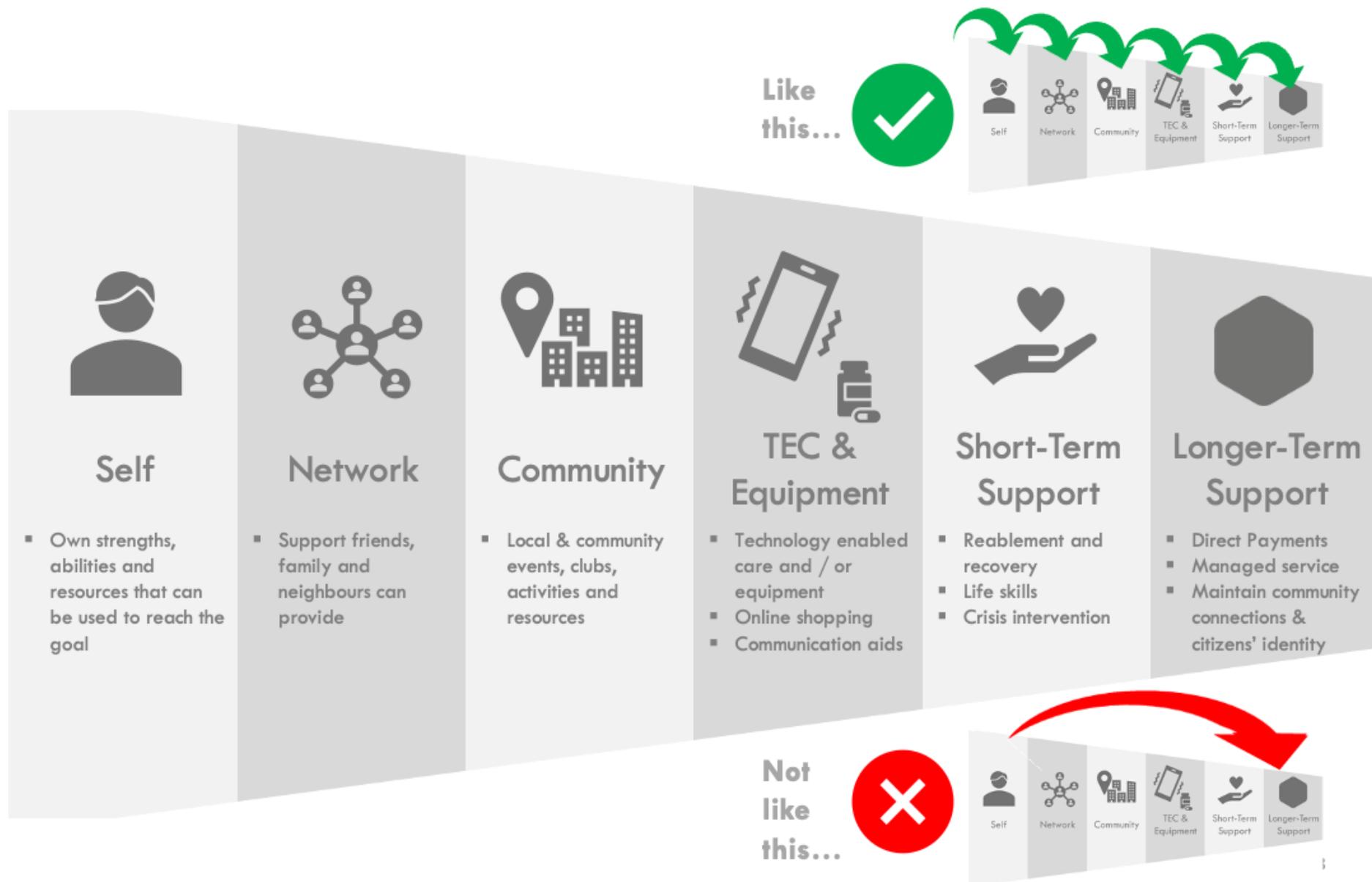
**Care Home  
Provider Forum**  
Going live in 2021



**Older People's  
Housing Alliance**

- **We want to create space for the dialogue with partners and providers where we collectively discuss the big challenges in adult social care** and how we can tackle them together. To start this, we will host quarterly "Innovation Labs" that are an open space to develop new ways of working that could help address these.
- The first will be in the autumn of 2021, and will focus on **1. Social value, 2. Technology Enabled Care** and **3. Accelerating care closer to home through Integrated Neighbourhood Teams**.

# What does strengths based mean for partners and providers?



# Flagship activities over the next year

## Flagship services to be re-commissioned



Support for people with a Learning Disability



Housing Support for people with Mental Health issues



Daytime support services



Advocacy services



Discharge to assess

## Flagship contract management opportunities



Carers Support



Homecare

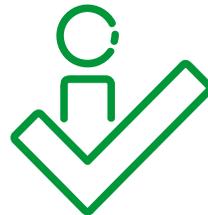
# Social Value

**Social value has a critical role to play in supporting the delivery of the outcomes of this Commissioning Plan.** It will be increasingly important for social value to link partners and providers who deliver services for the MLCO to support that they can provide for Manchester's communities.

In particular, the below areas will be priorities for the coming year:



**Create employment and skills opportunities to build back better**



**Provide the best employment that you can**



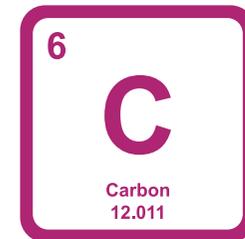
**Keep the air clean**



**Be part of a strong local community**



**Develop a locally based and resilient supply chain**



**Make your organisation greener**

We expect our partners and providers to recognise the **wider benefits of commissioning** which addresses social value, and this is woven through our procurement practice.

# What do we mean by quality?

The role of **quality management** is to **improve service outcomes and delivery of care** to citizens across the city of Manchester who are in receipt of commissioned adult social care services.

All contracted providers are **actively risk rated** on an ongoing basis, service audits are planned and completed throughout the year, looking at each of the **5 Care Quality Commission (CQC) key lines of enquiry**. This is to ensure that compliance is continually met and ongoing improvement through action plans are maintained. Our ambition is for all providers in Manchester to be **good or outstanding** – and we want to support them to do that.

We will continue to evolve our approach with the latest innovations in the Adult Social Care and health regulatory frameworks, and will be responsive to any emerging good practice, for instance from the National Institute for Health and Care Excellence (NICE).

<b>Safe</b>	By safe we mean that people are protected from abuse and avoidable harm
<b>Effective</b>	By effective we mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is evidence-based where possible
<b>Caring</b>	By caring we mean that staff involve and treat people with compassion, kindness, dignity and respect
<b>Responsive</b>	By responsive we mean that services are organised so they meet people's needs
<b>Well-led</b>	By well-led we mean that the leadership, management and governance of the organisation assures the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture



Section 5  
**Measures of success  
and next steps**

# How will we know we have been successful?

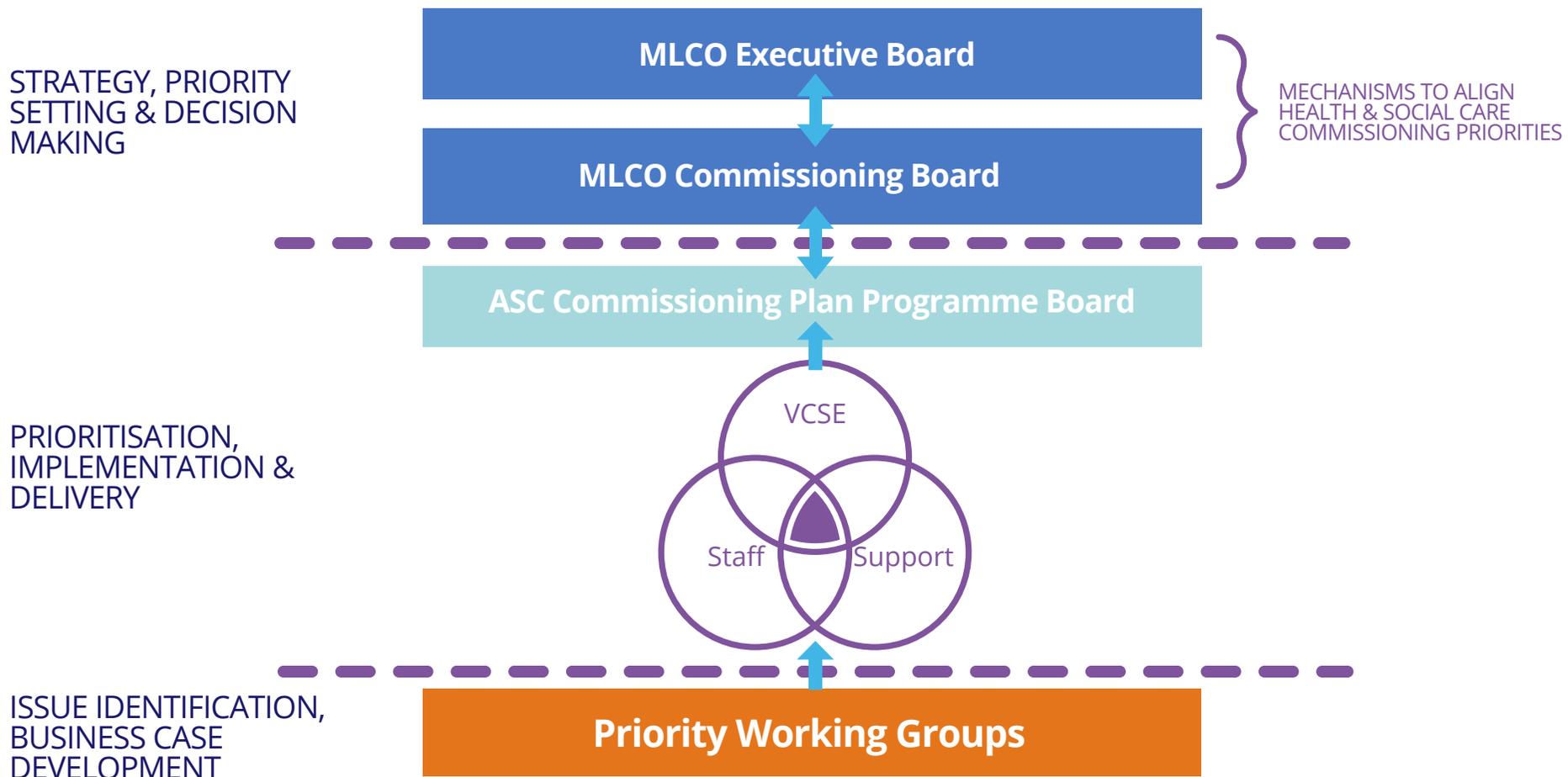
**In the next 12 months we aim to demonstrate that this Commissioning Plan has made a difference to citizens, partners, providers and our workforce.** It will also directly support the delivery of the MLCO Operating Plan 2021/22. We have developed a number of indicators that will let us know what success looks like, and we are working on how these will be evidenced over the coming year.

## What does good look like?

- **We have invigorated our work with the Voluntary, Community and Social Enterprise Sector (VCSE) and developed a forward plan of partnership and innovative working practice.**
- Recognise the significant contribution of carers in Manchester by increasing the number of carers assessments that we undertake (MLCO Operating Plan (7))
- **We will have further strengthened our partnership with Manchester Housing Provider Partners (housing associations) to further plan what housing we will need for the future to support citizens, including improvements to accessible housing.**
- Our Commissioning workforce will act as agents for Strength-Based Approaches, ensuring that our work with providers adopts a model of support that reduces dependency and enables citizens to enjoy a 'Good Day/Good Week'.
- **Support our staff by ensuring that 95% of them are supported by an effective annual appraisal (performance development review) (MLCO Operating Plan (4))**
- Improve resilience across our services and wellbeing of our staff by reducing the number of days lost to sickness (MLCO Operating Plan (12))
- **Our Care and Support Partners and Providers contribute to the success of the Commissioning Plan and feel able to work as equal partners in ensuring high quality care provision in the city. This will improve the quality of the residential and nursing sector by increasing the number of beds that are in homes rated good or outstanding (MLCO Operating Plan (1))**
- More integrated commissioning between health and social care, starting with aligning contracts in a way that will have a positive impact on citizens' lives and their wellbeing.
- **A higher proportion of investment and spend in local providers based in Manchester.**
- We will pay the right amount to support a sustainable market, deliver the right quality of care and support better outcomes.

# Accountability Framework

We know that we will have to change the way that we work to deliver the priorities in this Commissioning Plan – and this means **evolving** some of our current arrangements so they can be **cross-cutting, transparent, are set up to learn and adapt and are fit-for-purpose**. Our internal governance and delivery processes will reflect this, and will also be designed to enable **collaboration** with partners, residents, providers and staff – at a high level, this will look like:





**Manchester Local  
Care Organisation**

You can access this document, our full  
Operating Plan and lots more information  
about us on our website -  
**[manchesterlco.org](http://manchesterlco.org)**

