

Integrated Health and Social Care Information and Advice Strategy 2017 – 2018



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Introduction

Throughout this strategy there are keywords highlighted in red text. Please see Words List at the rear of the strategy to understand these in more detail.

For Manchester residents, including those who intend to return to Manchester, it is very important for people to be in control and get the personalised care and support they need. A vital element of that is being able to access information and advice at the right time and place, which helps people make choices about how their care and support needs are met. The overall aim is for people to make good choices about independent living which promotes **wellbeing**.

The provision of information and advice is already a key part of our approaches in **Adult Social Care** in Manchester through personalised care choices. Information and advice is one of the underlying principles running through the **Care Act 2014**, which came into force in April 2015. The Act itself established information and advice as a statutory function for all local authorities for the first time. This strategy will set out:

- How we will meet the requirements of the Care Act
- How we currently provide information and advice
- How we aim to enhance our existing information and advice offer through our new plans for integrated health and social care services

Whilst much of this strategy relates specifically to what we do in Adult Social Care, there is a recognition that information and advice is provided right across the City Council. One of the key challenges going forward is to work in a more joined up way with other Council service areas as well as our partners across health and the Voluntary and Community sector. Another aspect of information and advice is how it contributes to **early intervention** and **prevention**, which supports people to help themselves and make informed choices about lower level emerging care needs.

Key Principles of our Information and Advice Strategy

As part of the development of this strategy, we think the following principles apply:

Principle	Details
1	Information must be comprehensive , up-to-date and link to other sources of information
2	There should be more connection to health and other council information
3	Information should be produced jointly with health partners
4	Duplicate information should be avoided where it is available from other sources
5	Partnership with the Voluntary and Community Sector should be promoted as much as possible
6	Information should encourage and enable self-service approaches
7	Support should be provided to enable people to use new technology
8	Where deemed necessary, information should be supplied in paper format
9	Ensure that Adult Social Care staff know what information they need to provide when supporting citizens with care and support needs
10	Ensure people know what information they should expect to receive as they receive support from adult social care

Definitions

Information and advice are frequently used terms, which are sometimes used interchangeably. For the purpose of this strategy:

Information means the open and accessible supply of material deemed to be of interest to a particular population (group of people). This can be either through self-serve or actively distributed

Advice offers guidance and direction on a particular course of action which needs to be undertaken in order to realise a need, access a service or to access entitlements (for example, to an assessment)

The National Context for Information and Advice

Information and advice are core to ensuring people understand the care and support system and enabling them to make informed choices about how their needs are met and having real control over their lives. The provision of good quality information and advice has featured strongly in personalisation policy and is one of the key themes of care and support. The Care Act 2014 brings these reforms into law.

The Care Act 2014 places a **statutory duty** upon Councils to provide information and advice that is both accessible and proportionate, to the whole population since April 2015. The aim for this **universal** information and advice offer is to enable people to better understand how the care and support system works, what services are available locally, and how to access those services. This is part of a wider emphasis to have good basic information and advice to help people make informed choices, and to help ensure people know how to access family, friends or communities to help provide support. The Care Act sets out what information and advice must be provided, especially:

- What types of care and support are available i.e. specialist dementia care, **befriending** services, **Reablement**, employment of **Personal Assistants**, **Extra Care Housing** or **Residential Care**
- The range of care and support services available to local people - through our partnership with local providers and the different services available
- What processes local people need to use to get the care and support that is available
- Where local people can find **Independent Financial Advice** about care and support and help them access it
- How people can raise concerns about the safety or wellbeing of someone who has care and support needs (also known as **adult safeguarding**)

The Act recognises the importance of ensuring people have a better understanding of how their available resources can be used flexibly to fund a wider range of care options. It outlines that financial information and advice should include information on understanding care charges, ways to pay, money management, having information in order make financial decisions and facilitating access to financial information and advice.

The Act also outlines that information and advice must be provided in a range of formats that help people understand, whatever their needs, for example, Braille, large print amongst others for people with a **Sensory loss**. This may include face-to-face contact and drop-in sessions, telephone, email, websites and other ICT applications, to name a few. As well as the Care Act, adult social care and health also have a statutory duty to meet people's needs through the **NHS Accessible Information Standard**.

Adult Social Care's Strategic Vision for Information and Advice

Easy Access to good quality information and advice
We want people to stay independent for as long as possible and in control of their care and support. For this they need access to good quality information, including financial information, about care and support
Promoting people's independence and wellbeing
We want people to stay healthy and well and remain living in their own homes as long as possible
People's individual needs are matched by a diverse service population
We want people to benefit from high quality services and a wide range of providers and options to choose from when they need help with their care and support
Care and support is delivered in partnership
We want to give people the best chance to stay independent by providing them with coordinated care and support
Enabling people to take control of their own care and support
We want to put people in control and can help to achieve that by supporting more people to self care and managing their own care by providing access to online information and advice via a Citizen Portal
Valuing the support families and carers make
We want carers to feel valued and respect for the significant contribution they make to our community
Developing a skilled and responsive workforce

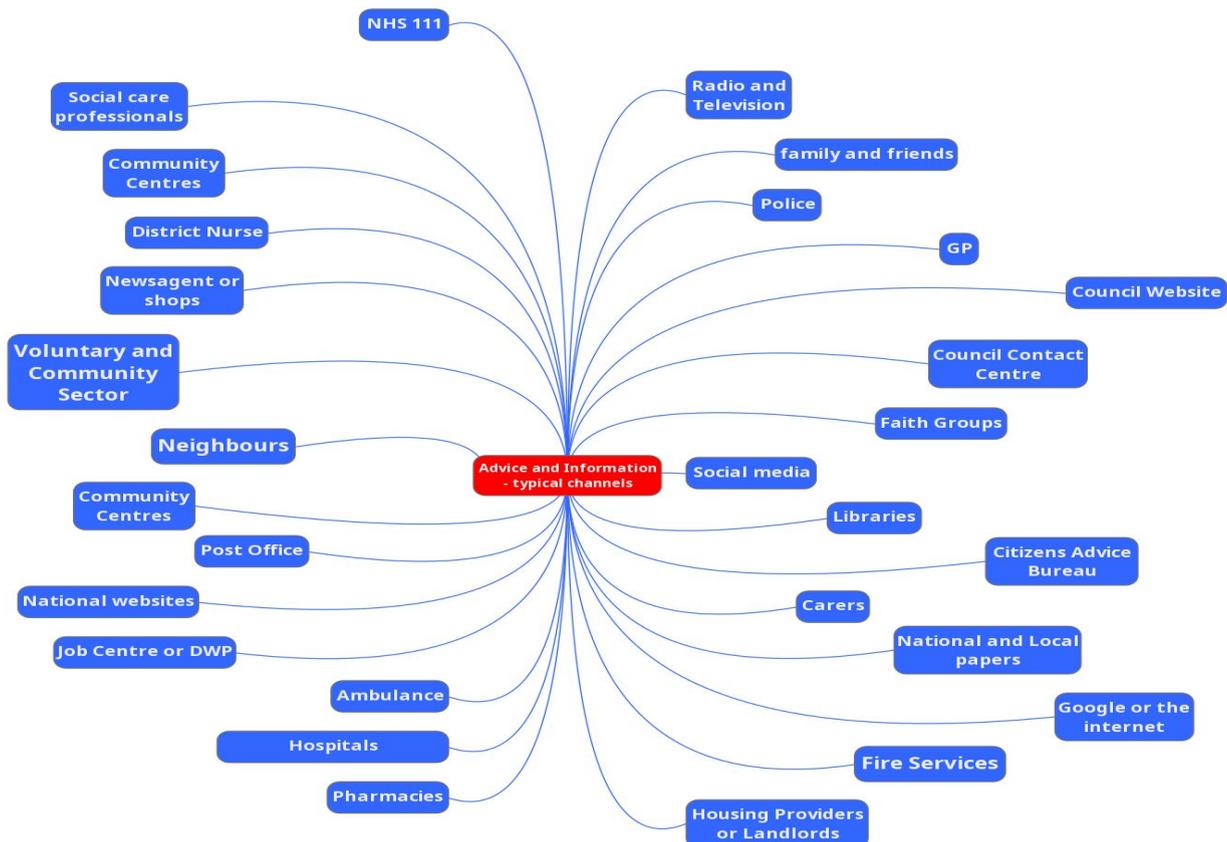
We want a knowledgeable, informed workforce across health and social care who can support people to get the care and support they need with the right level of skill, compassion and innovation

Working with our Providers

We want to work with our providers in a collaborative way to ensure they achieve what is best for people in Manchester

How people access information and advice currently

One of the main challenges with the provision of information and advice is how to 'reach' as many people as possible. People going about their everyday lives may talk to a wide variety of professionals, other public-sector colleagues (such as Ambulance, Fire Service and other Council officers) about their social care needs. As a result, the aim of this strategy is to pull all these various 'contact points' into as few as possible so that everyone can access high quality information and advice, at the time they need it. As it can be seen below, there are a number of ways that people receive information and advice on adult social care services.



Adult Social Care current information and advice offer

While the Care Act established information and advice as a statutory function for the first time, the provision of universal information and advice is not a new requirement in Adult Social Care. In fact, there is already social care information and advice available in Manchester.

We have reviewed this current information and advice provision against the **Think Local Act Personal (TLAP)** best practice guidance on developing information and advice services, which meet the requirements of the Care Act.

TLAP's toolkit¹ on best practice in Information and Advice sets out the following 8 weaknesses:

1. The social care system is too complex and localise to comprehend
2. Decisions are typically taken when people are in a crisis
3. There are problems with the quality and availability of information, advice and referral
4. The availability of and quality of council information services and assessments is patchy
5. There is a lack of independent support for the assessment process
6. There is a lack of joined-up advice covering care and housing/benefits options
7. There is a lack of information about service availability and quality
8. There is a lack of signposting to financial advice

As a result, a 7 point best practice tool was developed which set out key areas to address, which Manchester has taken on board. These are:

- Developing web-based information, advice and access to support
- Reviewing the role of the Council's contact centre
- Improving the availability of independent financial advice for self funders
- Ensuring information and advice are available locally for the people who need it most
- Working in partnership with GP practices
- Brokering access to local sources of support

¹ www.thinklocalactpersonal.org.uk/

- Asset-based approaches

The following section provides more information about the current information and advice offer, both directly provided by the Council and commissioned services:

Directly provided by the Council	Provided by partners through commissioning arrangements	Provided by Health
Manchester City Council Contact Centre	Advice contract, consisting of: Citizens Advice Manchester, Shelter and Cheetham Hill Advice Centre (CHAC)	Patient Services provided by Greater Manchester Shared Services for NHS Manchester CCG Pharmacies Customer Care Centre for Greater Manchester Mental Health and Social Care Trust
Manchester City Council adult social care webpages	Healthwatch Manchester Buzz Health and Wellbeing Service	Manchester Health and Care Commissioning Choose Well Manchester GP practice website
Your Guide to Adult Social Care - available as a booklet and online pdf	Manchester Carers Network	NHS Choices NHS 111
Help and Support Manchester (HSM) web-based online Directory of Services	Manchester Advocacy Hub	Hospitals in Manchester (NMGH, CMFT & UHSM)
Adult social care assessment officers	Greater Manchester Immigration Aid Unit	Other health professionals from community services and mental health
Adult social care Carer's Care Managers		National websites

An overview of Current Council Advice and Information Services

<p>Manchester City Council</p>  <p>www.manchester.gov.uk</p>	<p>Manchester City Council website pages detailed how to access self help information and advice on adult social care. To speak to an advisor people are advised to ring 0161 234 5001 which is the Adult Social Care Contact Centre</p>
<p>Help and Support Manchester</p> <p>www.hsm.manchester.gov.uk</p>	<p>This online Directory of Services can be navigated to via the City Council website or directly through its own web address</p>
	<p>Booklet distributed to all new and existing adult social care citizens, particularly during initial assessment and Reablement</p>

The City Council's **Contact Centre** (details above) is the Council's first point of contact for anyone requiring help from Adult Social Care. The team provides a comprehensive information and advice service to residents and is the single point of referral for all new enquiries. Moreover, the Contact Centre Advisors can arrange access to a range of universal and preventative services for people who do not have long-term care needs, such as small pieces of equipment, local information for residents e.g. Good Neighbours schemes or support/advice for self funders.

The team can be contacted by telephone and email currently. The team responded to 38,834 contacts in the year April 16 to March 17 and of those dealt with 13,591 without the need to refer on to anyone else

Our frontline staff in adult social care have the following job roles:

<p>Primary Assessment Officers</p>	<p>These are specially trained staff who carry out initial assessments and arrange access to daily living equipment, referrals to a Social Worker or arrange services such as</p>
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	homecare. We also have a small team of Sensory Assessment Officers who work with people who have a visual or hearing impairment.
Reablement Support Workers	These are specially trained care staff who work with individual people with care and support needs to help them through a short rehabilitation programme to get people back to independence. They often order independent living equipment or recommend assistive technology and work with citizens for approximately 6 weeks. Most people don't require any further ongoing care, if they do, the Support Worker will arrange this
Social Workers	Our qualified Social Workers work with citizens who require specialist care and support. They carry out specialist assessments under various statutory legislation including: The Care Act 2014, the Mental Health Act 1983 (as amended 2007), the Mental Capacity Act 2005 and the Human Rights Act 1998
Occupational Therapists	Manchester Service for Independent Living (MSIL) is a specialist service that assesses disabled people who may need equipment or adaptations to their home in order for them to live independently. People can be referred to this service directly from the Contact Centre or through the Primary Assessment Officers

We received 22,752 requests for support from citizens during 2016-17. We have developed a new publication called "Your Guide to Adult Social Care" which provides people with basic information as they progress through their social care journey. It includes information on the financial assessment (as people told us this was important) and also adult safeguarding, amongst many other things. This is distributed to all citizens and is also available on the Council website/Help and Support Manchester. Previously, we had in excess of 15 different information leaflets but, based on feedback from our different citizen groups, we condensed all the information from these into one comprehensive booklet. This booklet is available in large print as standard. We routinely provide Easy Read versions of our citizen information booklets and will translate or provide alternative formats upon request.

Help & Support Manchester

Take your pick of services, opportunities, advice and guidance to help you and your family improve your lives.

Help & Support Manchester (HSM) is our online directory of support services and Information, Advice & Guidance. The site was merged from the Children's Services 'Family Service Directory' and the Adult Social Care directory 'My Manchester Services', into a single point of information for Manchester residents and the practitioners supporting them.

As the DOS for health and social care at Manchester City Council, HSM is a one-stop shop allowing people to self-serve in accessing advice and information and services. Accessing these community assets improves the lives and well-being of Manchester citizens. If accessed at the right time these services can prevent citizens presenting for services later on in life. This also benefits Manchester as it reduces the strain on providing long-term care packages and ensures that we can dedicate resources to those that need them most.

Externally Commissioned Advice Services



Healthwatch Manchester² is the independent consumer champion created to listen and gather the public and patient experience of using local health and social care services. This includes services like GPs, pharmacists, hospitals, dentists, care homes and community based care.

Emerging from the Health and Social Care Act 2012, local Healthwatches were set up in every local authority area to help put patients and the public at the heart of service delivery and improvement across the NHS and care services.

² <http://www.healthwatchmanchester.co.uk/>

Healthwatch Manchester ensures the public voice is heard by those who commission, design and deliver health and social care services to make them better, now and in the future.

Working with relevant bodies like the Care Quality Commission (CQC), Healthwatch Manchester can take action to investigate or undertake a review of services using authoritative, evidence-based feedback instigated by concerns that are brought to its attention. Healthwatch also has a seat on Manchester's Health and Wellbeing Board, where it works to ensure the views and experiences of service users are at the heart of decision making.



The Carers network is run by the Gaddum Centre for Manchester City Council. The network pulls together 19 organisations which work to support carers in the city. This network of organisations provide advice and support to people with caring responsibilities. The Carers Network leads and coordinates carers' activity and support in the city, ensuring all carers are **signposted** to the right support at the right time, in line with Care Act requirements, where carers have access to quality information, advice and support and receive services that prevent, reduce and delay needs for care and support.



The Gaddum Centre, through the Manchester Advocacy Hub, delivers Care Act advocacy (as well as Independent Mental Health Advocacy, Independent Mental Capacity Advocacy, Independent Health Complaints Advocacy, Safeguarding Advocacy - to ensure that safeguarding processes are personal and meaningful to them) as well as telephone advice and support. It is a statutory duty for the local authority to provide a Care Act **advocate** if a citizen will have substantial difficulty understanding the processes for their care and there isn't an appropriate person to represent them. There are four areas where substantial difficulty might be found:

- Understanding relevant information
- Retaining that information
- Using or weighing that information as part of engaging
- Communicating their views, wishes or feelings

A Care Act Advocate can support the citizen with an assessment, care/support plan, review and safeguarding in all settings. A Care Act advocate can also support an appropriate person, if the Local Authority and the appropriate person think it would be beneficial for the citizen. Care Act Advocates provide advocacy in line with the Care Act Section 7 statutory guidance.

In 2016/17 the Care Act Advocates received 331 new referrals and closed 229 cases, amounting to a total of 4783.5 hours of advocacy.³



The City wide Advice Partnership

The City-wide Advice Partnership consists of three organisations:

- Citizens Advice Manchester (CAM)
- Shelter and
- Cheetham Hill Advice Centre (CHAC)

These advice contracts help Manchester residents to solve problems, change lives and move towards becoming independent citizens. In 2016/17 the commissioned organisations helped 28,583 people over the telephone or face to face with nearly 36,000 enquiries. This was in addition to a website offer that provided advice for 29,521 visitors to the site. Of the 28,583 people who were helped, 10,593 of these stated their initial presenting issue as debt or benefits concerns.

The contract consists of both a universal offer, for all people to access legal advice and information, and a targeted offer for people who need a more specialist and individual

³ Manchester Advocacy Hub Annual Report 2016/17. The Gaddum Centre
<http://www.manchesteradvocacyhub.co.uk/care-act-advocacy/>

approach. The contract is delivered through both a digital offer, and a face to face offer for people who require it.



The Greater Manchester Immigration Aid Unit provides advice to people who are subject to immigration control. This includes providing support, advice and legal representation to adults and children who are claiming asylum, survivors of torture, people who have been trafficked, had their human rights abused or have no recourse to public funds.

The Manchester Locality Plan⁴

Local councils and NHS organisations in Greater Manchester have agreed with the Government that decisions affecting local people should be made here, instead of nationally. This **devolution** deal means that Greater Manchester councils and health will control how billions of pounds of public money is spent in Greater Manchester. This new way of working will cover areas such as policing, housing and transport - and also health and social care. The devolution of health and social care will focus on:

- More work on preventing people getting ill, being able to look after themselves and helping people into employment
- Joining up health and social care services, to reduce gaps in the system and make services work better together
- Better community-based care near people's homes
- Better care for people with mental health problems, such as depression

When looking at current services, it is clear that we have:

- High quality services
- Excellent health and care staff
- A vibrant **Voluntary and Community Sector**

⁴ <https://www.mhcc.nhs.uk/publications/manchester-locality-plan/>

However:

- Our services are not well enough connected and do not always share information to help people effectively
- We have a complex system that makes it difficult for people to know where to go for the most appropriate treatment. There are over 130 ways to contact your local health and social care contacts. We need to simplify that in the next 12 months to make it easier for you to contact the right person first time
- Too many people end up in hospital when they could be treated at home, or close to home
- The current system is unaffordable

The Locality Plan, during its formulation, has carried out extensive consultation with Manchester residents on a range of health, care and support issues. Specifically, in relation to the provision of information and advice, people told us:

1. They want to be able to access services when they need them
2. There needs to be a range of choices around care options
3. They want to know where to turn to with questions, queries or concerns about their care
4. They want to be given enough information to make informed decisions about their care options



This vital feedback will, in turn, shape our future joined up health and social care information strategy. It will build on the plans for integrated services through Healthy Neighbourhoods

We want to help people stay independent for as long as possible and in control of their wellbeing. In order to achieve this, people need access to

consistently good quality information and advice about care and support how, when and where they need it. Our guiding principles are for people to:

1. Have access to a range of information and advice that supports them to maintain their wellbeing and independence

2. Receive the personalised information and advice including financial information and advice they need to enable them to plan ahead and make informed choices about their care and support arrangements
3. Have a good understanding of how to access the care and support system locally and how the local process works
4. Get consistently high quality information and advice at the right time, seamlessly regardless of who provides it
5. Know what information to expect and can choose how they get the information
6. Help themselves more often, for example, through using online assessment tools
7. Say they are better informed and to make real choices

Our future plans for improved information and advice services

There are currently over 100 access points into the community health and social care system, through GP practices, community health clinics and the Council's Contact Centre. The data held in each system is not easily viewed as one care record and consequently care is not co-ordinated across the system. A major piece of work is underway to streamline and simplify the access points with the aim of developing a single multi-platform system, of telephony, online, email, social media systems to ensure information and data is captured once, viewable by appropriate workforces, so co-ordinated activity can follow.

Work is underway to develop an online Citizen's Portal. This will support the scaling up of individual and personal budgets with online self-assessment, an online personal record where people can see their support plan, an electronic marketplace to purchase goods, online advice and information and a virtual wallet where people can manage their personal budgets. Online self- assessments for carers has successfully launched and this will be scaled up for everyone by the end of December 2017.

This will be integrated into the new online community health and care records systems used by staff (for example EMIS for community health) with the aim that everything will eventually be viewable through one single Manchester Care Record at the coordination centre. This will be integrated using an ICT platform over time with Ambulance (NWS) and Emergency Department (ED) settings and subject to further agreement, with Primary Care.

The multitude of phone lines and call centres will be reviewed with the aim of streamlining some or all into 3 locality based co-ordination centres, staffed with new enhanced care co-ordinators who will co-ordinate and deploy care across the LCO including equipment, District Nurses and Reablement. This will be piloted in North Manchester to begin with across the hospital ED, GotoDoc, Community Health and Adult Social Care. This would comply with the information and advice requirement under the Care Act 2014.

Our Action Plan

We want people to...	We will do this by...
Have access to a range of information and advice that supports them to maintain their wellbeing and independence	<ul style="list-style-type: none"> ● Improving the adult social care information on the Council’s website including improving links to other relevant council services, health and financial information and advice including the new Citizen Portal ● Improving accessibility of information and advice through ensuring content is available in a range of formats, such as video, easy read and in different languages ● Continuing to provide information and advice which meets people’s individual needs by making better use of new channels, such as applications and social media ● Reviewing all information, leaflets and letters and developing more joint information with health, including GPs and Pharmacies ● Building on our history of partnership working with the Voluntary and Community Sector and other providers of information and advice such as Libraries and jointly developing a set of principles, roles and responsibilities for the provision of information and advice in the community including training for the extended workforce
Receive the personalised information and	<ul style="list-style-type: none"> ● Revisiting previous work on Information Prescriptions and exploring their benefits as a tool in integration ● Better understanding the information and advice needs of

<p>advice including financial information and advice they to enable them to plan ahead and make informed choices about their care and support arrangements</p>	<p>residents and adult social care citizens</p> <ul style="list-style-type: none"> ● Developing better navigation tools for information and advice and ensuring that health and social care staff are well trained ● Developing an Information Sharing Agreement between the Council and the other health providers and Voluntary and Community Sector organisations providing advice and developing performance metrics ● Developing an online Care Account where you can keep track of your individual or personal budget and spend
<p>Have a good understanding of how to access the care and support system locally and how the local process works</p>	<ul style="list-style-type: none"> ● Ensuring every adult social care person receiving a service is issued with a Your Guide to Adult Social Care ● Ensuring pathways and usage of Independent Advocacy clearly visible and well used by care assessors ● Developing stronger relationship with SOLLA (Society of Later Life Advisors) to understand Manchester referral activity ● Invest in and develop a number of new staff roles in Early Help and Community Connectors who can help you locally source information and services
<p>Get consistently high quality information and advice at the right time, seamless regardless of who provides it</p>	<ul style="list-style-type: none"> ● Ensure all staff are adequately trained in the provision of high quality and timely information and advice, particularly the people who will be working in the new Co-ordination Centre on the phones in North Manchester whilst we test out that way of working ● Ensuring new information is 'sense checked' and developed through co-production channels with service users e.g. older and disabled people ● Invest in and develop a number of new staff roles in Early Help and Community Connectors who can help you locally source information and services
<p>Know what information to</p>	<ul style="list-style-type: none"> ● More surveys on information and advice ● Greater use of 'pop-up' questionnaires on Help and

expect and can choose how they get the information	Support Manchester, for example
Help themselves more often, for example, through using online assessment tools	<ul style="list-style-type: none"> • Development of a range of tools so that people can self-service, including self-assessment of needs and financial eligibility, looking at care records and managing care accounts • Roll out the new online Citizen Portal including an online Care Account, online information, advice and guidance, an electronic marketplace where you can shop for support
Say they are better informed and to make real choices	<ul style="list-style-type: none"> • Quality assuring information and advice through collecting citizen feedback and continuously improving information and advice • Reporting progress through the Performance governance channels

Key Words List

Key Word	Meaning
Wellbeing	Wellbeing means “to be comfortable, well and happy”
Adult Social Care	Adult social care is also known as Social Services. We carry out assessments to help people who have care and support needs or are vulnerable, at risk or frail due to age or poverty
Care Act 2014	This is a new law that came into force on 1 April 2015. Adult Social Care has to follow the law on how to provide services for disabled and older people
Early intervention	This is a phrase that means helping people earlier, often before situations become more critical or to stop the person needing more care in the future
Prevention	Some of the work we do is called Prevention. This means

	putting in different types of services to stop something happening. For example, we may give a person a device called a Falls Detector. This alerts our Control Centre if someone falls over and we can provide help quickly
Statutory duty	In law, this means adult social care has to do something. So it is our statutory duty to provide a service to responds to adults who may have been abused or neglected
Universal	This means everything for everyone. Some services in the local community are referred to as being universal, that means anyone can use them. Libraries or Leisure Centres are a good example of Universal services
Befriending	This is when services help people find more friends who can support them to be less lonely, less isolated.
Reablement	Our Reablement service provides people with short term help
Extra Care Housing	This is like sheltered housing, where you have your own front door and apartment, but there is an onsite care team. It is for people over 55 years of age
Residential Care	This is where older people or people with high care needs can receive specialist care
Independent Financial Advice	The Care Act tells us that people who fund their own care must be able to access help and advice around their money so they can make informed decisions about their care and support needs. You usually need financial advice if you have savings over £23,250 or own your own property
Adult Safeguarding	We have a legal duty to keep people safe from abuse and neglect. If you see anyone being abused or neglected, you should report it to our Contact Centre on 234 5001
Sensory loss	People with a sensory loss can be Blind or Partially Sighted, or Deaf or Hard of Hearing. The Council has a specialist Sensory Team to help people in this area

TLAP	Think Local Act Personal is an agency that promotes good practice in adult social care and supports a range of agencies to ensure that disabled people have choice and control over their lives
The Manchester Locality Plan	This is our plan for the next 10 years. The plan is about health and adult social care services coming together to improve health and care for patients and citizens of Manchester
Voluntary and Community Sector	Our Voluntary and Community Sector in Manchester is made up of several thousand small organisations that are called “not-for-profit”. The Council pays some of these organisations to provide services to local communities. Some of these organisations are included in this strategy
Contact Centre	This is where most people call to get help from adult social care. You can call anytime 24 hours a day and speak to a trained telephone adviser. They will listen to your needs or concerns and provide help and advice. If you need it, they will refer you for an assessment from one of our locality teams
Easy Read	We change some of our booklets to make them easier to understand. We use words and pictures along with simple statements. If you need a booklet in Easy Read, just ask us
Signposted	When we tell people about a particular service, centre or agency, and when you can go there, we call this signposting. It just means giving you information so you can go direct to the right service
Advocate	This is a specially trained person who is there to support people who do not have capacity (a legal term) to make decisions for themselves. This person gets involved in key decisions being taken about a person and ensures their rights are protected.

Contact Us

We hope this strategy has been informative and helpful. Should you wish to request further support, information or advice from Manchester City Council please:

Telephone: 0161 234 5001

Email: mcsreply@manchester.gov.uk

For general enquiries in relation to this strategy, please contact:

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