

**Report to:** STRATEGIC COMMISSIONING BOARD

**Date:** 15 December 2021

**Executive Member:** Councillor Eleanor Wills – Executive Member (Adult Social Care and Population Health)

**Clinical Lead:** Dr Ashwin Ramachandra – Co-Chair - Strategic Commissioning Board \ CCG Governing Body

**Reporting Officer:** Jessica Williams – Director of Commissioning

**Subject:** MACMILLAN SOLUTIONS

**Report Summary:** This report provides a brief update on Macmillan’s solutions, in relation to funding from April 2022 and beyond.

Macmillan Solutions provides practical and emotional support to people affected by cancer (PABC) from diagnosis to post bereavement, dependant on need. Macmillan Solutions aligns to the wider offers already available within the Locality, ensuring there are no gaps in the provision specialist support for people with cancer.

Macmillan Cancer Support have funded this community based service for people with Cancer for the past ten years, which focuses on similar principles to social prescribing, considering the wider determinants of health and the wider issues affecting their wellbeing.

Covid-19 had a catastrophic impact on the finances available to Macmillan Cancer Support, with a considerable reduction in number of charitable donations received. The resulting impact was that Macmillan Cancer Support could no longer fund Macmillan Solutions beyond the end of March 2022 and are seeking stable funding from CCG’s.

Beyond the initial funding period for all Macmillan funded schemes, there is an expectation from Macmillan that CCGs provide a commitment to sustain the outcomes from the programme, pending a full evaluation (Macmillan presented this in the form of a Business Case Proposal to Greater Manchester Cancer Alliance (GMCA)).

The Business case includes are a number of options (options 2 to 4 are included within the Business case) to ensure the continued provision of the charitable function:

Option 1: Do Nothing – lose the charitable function and volunteers.

Option 2: Resource the charitable function concentrating on the Localities making most use of the current Charitable Function (variable uptake across Greater Manchester), namely Manchester, Salford, Tameside, and Bolton. Preferred Option by Macmillan Solutions.

Option 3: Offer an expanded charitable function to include Clinical Commissioning Groups (CCGs) areas who want to further develop Macmillan Solutions.

Option 4: Fund an expanded model across Greater Manchester (GM) ensuring PABC across GM will be able to access high

quality Macmillan Solution charitable function. This would duplicate resources in areas who are accessing comparable services

**Recommendations:**

That Strategic Commissioning Board be recommended to consider the information in the report and make a decision as to whether the Macmillan’s Solutions charitable function will be funded from April 2022.

The preferred option is **Option 2: Resource the charitable function, Macmillan Solution for the Tameside Locality.**

Therefore, if supported, the charitable function will have to be funded as new investment, awarded on a grant agreement (with robust governance and reporting processes in place for assurances purposes), following compliant procedures. Funding to support the sustainability of the charitable function was included within the budget for NHS Tameside and Glossop Clinical Commissioning Group (T&G CCG)/future Integrated Care System (ICS) and will assist the work of Macmillan Solutions to support PABC.

**Financial Implications:  
(Authorised by the statutory  
Section 151 Officer & Chief  
Finance Officer)**

**Budget Allocation (if Investment Decision)** £39k (preferred investment option)

**CCG or TMBC Budget Allocation**

**Integrated Commissioning Fund Section – s75, Aligned, In-Collaboration** S75

**Decision Body – SCB Executive Cabinet, CCG Governing Body** SCB / Future ICS Board

**Value For money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark** New investment

**Additional Comments**

While this is a long-standing charitable function, which supports cancer patients across Greater Manchester, it has historically operated without a contribution from the NHS. MacMillan are not in a financial position to continue to fund in the future, therefore this will cease in March 2022 unless the CCG/future ICS are able to step in with grant funding.

This paper presents 4 options ranging from a complete withdrawal to a significant expansion. The preferred option would see a continuation at current levels. There is high usage of this charitable function in Tameside and Glossop relative to other areas in Greater Manchester, therefore our contribution to maintain funding at current levels would be £39 k p.a.

As this work has previously been funded from charitable sources, there is nothing in baseline CCG budgets or plans for this work. Therefore if supported, this will have to be funded as

new investment and would represent a pressure to the economy wide financial position.

While we know the costs of maintaining the work, the financial or operational consequences of withdrawing are unknown and unquantified.

Funding is not requested until April 2022, at which point the CCG will no longer exist as a statutory body. Therefore this business case is seeking funding from the future Integrated Care System where governance arrangements for approving new work spanning multiple localities are not yet fully established. Though agreed contracting principles for VCSE, allowing ongoing investment to maintain charitable function would be applicable here.

Finally, the paper states that 65 patients per year access this service from T&G. These are almost exclusively for patients resident in Tameside, rather than Glossop. Therefore this business case is not expected to impact materially on the transition of Glossop into the Derbyshire ICS.

**Legal Implications:  
(Authorised by the Borough  
Solicitor)**

It is understood that the CCG is not in a position to deliver this service itself and that it is considered a critical community based service for cancer patients.

The project officers have indicated that they have taken advice from STaR procurement which has advised that a grant agreement would be the most appropriate mechanism under which to provide the funding.

Under a grant agreement the CCG cannot specify the exact service to be provided but can specify the general purpose for which the funding is to be used. The agreement should also contain clawback provisions in relation to any incorrectly spent or unspent funding to provide the comfort that the funding will be managed appropriately.

The decision makers need to consider this proposal in light of the financial implications.

**How do proposals align with  
Health & Wellbeing Strategy?**

The proposals align with the Living Well and Working Well and Aging Well programmes for action.

**How do proposals align with  
Locality Plan?**

The proposals are consistent with the Healthy Lives (early intervention and prevention), enabling self-care, Locality based services strands and planned care services of the Locality Plan.

**How do proposals align with  
the Commissioning  
Strategy?**

The charitable function contributes to the Commissioning Strategy by:

- Empowering citizens and communities;
- Commission for the 'whole person';
- Create a proactive and holistic population health system
- Take a 'place-based' commissioning approach to improving health, wealth and wellbeing

Target commissioning resources effectively

<b>Recommendations / views of the Health and Care Advisory Group:</b>	Health and Care Advisory Group (HCAG) have not met due to COVID-19. Clinical Leads are supportive of this approach.
<b>Public and Patient Implications:</b>	There may be implications for some patients who cannot access the support, or needs that cannot be met without this work.
<b>Quality Implications:</b>	<p>Macmillan Solutions will provide holistic support to people living with cancer, focusing on similar principles to social prescribing, considering the wider determinants of health and the wider issues affecting their wellbeing.</p> <p>Macmillan Solutions delivers most of its work in areas of deprivation (based on indices of deprivation scores) and low levels of health literacy which Panagioti (2017) concluded can have a negative impact on quality-of-life measures for people living with long term conditions, such as cancer.</p> <p>Tameside Metropolitan Borough Council is subject to the duty of Best Value under the Local Government Act 1999, which requires it to achieve continuous improvement in the delivery of its functions, having regard to a combination of economy, efficiency and effectiveness.</p>
<b>How do the proposals help to reduce health inequalities?</b>	<p>Provides a specialist support for people with Cancer. Cancer is a major contributor to the inequality gap in life expectancy between affluent and deprived areas of the borough. The service aims to have a positive impact on the quality of life measures for people living with long-term conditions, such as cancer and thereby contributes to a reduction in the inequality gap.</p> <p>Macmillan Solutions currently have a team of 88 volunteers, recruited from a wide range of backgrounds (39% of volunteers from Black, Asian and Minority Ethnic groups (BAME)) to ensure equitable access and support. The service take into account the wider determinants of health or areas where uptake is historically low (for example deprivation, BAME, Physical health or people with a Learning Disability, live in rural areas and Lesbian, Gay, Bisexual and Transgender (LGBT) communities).</p>
<b>What are the Equality and Diversity implications?</b>	<p>The proposal will not affect protected characteristic group(s) within the Equality Act.</p> <p>The charitable function will be available to PABC regardless of ethnicity, gender, sexual orientation, religious belief, gender re assignment, pregnancy/maternity, marriage/ civil and partnership.</p>
<b>What are the safeguarding implications?</b>	There are no anticipated safeguarding issues. Where safeguarding concerns do arise as a result of the actions or inactions of the provider and their staff, or concerns are raised by staff members or other professionals or members of the public, the Safeguarding Policy will be followed.
<b>What are the Information Governance implications? Has a privacy impact</b>	Information Governance protocols will be in place to ensure the safe transfer and keeping of all confidential information between

**assessment been conducted?**

the data controller and data processor. A privacy Impact has assessment has not been carried out.

**Risk Management:**

Risks will be discussed through the agreed governance process to ensure action plans are in place to minimise or mitigate any risks identified.

**Access to Information:**

The background papers relating to this report can be inspected by contacting the report writer Louise Roberts, Business Commissioning Manager



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## 1. INTRODUCTION

- 1.1 The purpose of the report is to present an opportunity to look at the possibility of funding Macmillan Solutions to assist the charitable function to continue to provide volunteer led support, to people affected by cancer, from April 2022 and beyond.

## 2. BACKGROUND

- 2.1 Macmillan Cancer Support fund a wide range of services for people affected by Cancer (PABC), this includes Macmillan Solutions. All Macmillan branded services and staff have access to educational events, training materials, and additional resources, this includes beyond the funding period (providing they retain the name Macmillan). MacMillan fund these services with funding raised through charitable donations.
- 2.2 Macmillan Cancer Support funded Macmillan Solutions to provide a Greater Manchester wide service on grant funding type arrangement; the charitable function comprises of three partner organisations Audacious Foundation, Northmoor Community Association and Win Yin Chinese Association.
- 2.3 Macmillan Solutions provide practical and emotional support to people affected by cancer (PABC) from diagnosis to post bereavement, dependant on need (similar principles to social prescribing, considering the wider determinants of health and the wider issues affecting their wellbeing).
- 2.4 People experience a range of physical, practical, and emotional needs as a result of having cancer, these vary over time. Macmillan Solutions offer a simple solution where volunteers “walk alongside” to support, signpost and offer practical, hands-on solutions.
- 2.5 Macmillan Solutions currently have a team of 88 volunteers, recruited from a wide range of backgrounds (39% of volunteers from Black, Asian and Minority Ethnic groups) to ensure that they can meet the needs of patients in the Tameside Locality and ensure equitable access and support. A small team, consisting of a Project Development Manager, two Volunteer Support Workers and a part time Administrative Assistant provide leadership, management and support to the volunteers.
- 2.6 Typically support to patients may include, befriending, phone support, transport, shopping, gardening, decorating, small household jobs, accompanying people to appointments, decluttering, recording memories and liaison with and referral to other local services for ongoing support. Macmillan Solutions work in partnership with these local services to ensure there are no gaps in the provision of specialised support for PABC, for example:
- Action Together and The Bureau (linking to social prescribing teams and services available to them)
  - Local voluntary services including Miles for Smiles (provide patient transport), Being There (provide emotional support and practical assistance to PABC and other life-limiting illnesses) and Housing Associations
  - Be Well and Active Tameside.
- 2.7 Macmillan Solutions carried out a scoping exercise across all localities within GM in May, June and November 2021 involving all (Commissioners/Localities across GM fed into this process to understand if/what similar services were available); this identified variation across the GM localities, in term of the numbers of referrals into Macmillan Solutions. Localities with lower referrals reported to have other local services, which they felt met the needs of people affected by cancer. Four of the localities frequently refer into their local Macmillan Solutions volunteers, with established referral pathways in place to access the function (for T&G CCG

this is via the social prescribing software platform, elemental). Tameside are the second highest referrer across GM (see table below):

Locality	2020	01/04/20 to 31/03/21	01/04/21 to 01/11/21	Locality	2020	01/04/20 to 31/03/21	01/04/21 to 01/11/21
New Referrals				New Referrals			
<b>Manchester</b>	98	79	52	<b>Rochdale</b>	10	7	4
<b>*Tameside</b>	65	75	51	<b>Bury</b>	8	4	3
<b>Salford</b>	37	32	18	<b>Stockport</b>	8	10	5
<b>Bolton</b>	34	28	35	<b>Trafford</b>	4	6	12
<b>Oldham</b>	11	14	11	<b>Wigan</b>	3	3	4

\*Note within T&G CCG the service is only provided routinely for Tameside, the service have supported a number of patients from Glossop in addition to the data shown above (4 new referrals in 2020/21 and 3 2021/22).

- 2.8 Macmillan Solutions are currently providing support to over 200 people (this includes people actively receiving support, people who will require support in the future and new referrals awaiting assessment/support). People volunteer for Macmillan Solutions because it is a Macmillan branded function (similar services cannot offer this). The table below provides more information on the type of support the service provide (noting people often require multiple types of support).

<b>Macmillan Solutions – open/active service users</b> (‘snap shot’ on 11 November 2021)			
<b>Service</b>	<b>Numbers</b>	<b>Service</b>	<b>Numbers</b>
<b>Befriending</b>	72	<b>Grant</b>	29
<b>Cleaning</b>	27	<b>Info/advice</b>	5
<b>Decorating</b>	2	<b>Recording memories</b>	11
<b>Dog walking</b>	1	<b>Shopping</b>	31
<b>Food parcel</b>	20	<b>Transport</b>	83
<b>Gardening</b>	47	<b>Telephone support</b>	56
<b>TOTAL 384</b>			

### 3. OPTIONS

- 3.1 Macmillan Cancer Supports’ funding model is to pump-prime posts and services for three years to help demonstrate their effectiveness in the hope that publicly funded bodies will continue that funding and seal their sustainability. Macmillan Cancer Support has continued to fund Macmillan Solutions through a series of short-term funding agreements to establish a proven impact through robust evaluation.
- 3.2 Due to the catastrophic reduction in Macmillan Cancer Support’s finances, brought about by Covid, Macmillan Cancer Support is no longer able to fund Macmillan Solutions beyond the end of March 2022 and are seeking stable funding from CCG’s to enable the work they do to continue. The options are set out in 3.3 to 3.6 below.
- 3.3 **Option 1: Do nothing.** It is estimated that across GM approximately 500 (114 within T&G CCG) people affected by cancer each year will not have access to a locally based cancer service that best meets their needs. This will be felt particularly in Black, Asian and Minority Ethnic group (BAME) and other deprived communities across Manchester, Salford, Tameside and Bolton who are currently well served by the project. The time and expertise of over 90 trained Macmillan volunteers with language skills and cultural understanding who do whatever it takes to improve the lives of PABC will be lost (Volunteers may not work for similar services, as they do not have the Macmillan branding). Other Providers that offer similar

services will need to potentially meet the additional demand (for example community champions and social prescribers) and any gaps in provision if option one is selected.

- 3.4 **Option 2: Resource the charitable function concentrating on the CCG areas making most use of the current service, namely Manchester, Salford, Tameside, and Bolton.** The charitable function will concentrate on improving the level and quality of work in these localities. The valued charity will be maintained for the benefit of PABC, volunteers and referrers. Costs to each CCG would reflect the current percentage referral patterns into Macmillan Solution – 40% Manchester, 30% Tameside and 15% each Salford and Bolton. These localities could opt to enhance the work of Macmillan Solutions to drive up referrals, have a local project base etc in their area at additional cost. **Note: This is the preferred option.**

**Cost:** per CCG from 2022/23 per financial year are as follows: Manchester £52,000, T&G CCG £39,000, Salford and Bolton £19,500 each.

- 3.5 **Option 3: Offer an expanded charitable function to include CCG areas who want to further develop Macmillan Solutions in their area.**

**Cost:** circa £30,000 per CCG area per financial year – negotiable dependant on the location of a local office base, size of area etc. Additional funding may be required for T&G CCG if an enhanced offer is required (in addition to costs shown in 3.4).

- 3.6 **Option 4: Fund an expanded model across GM ensuring PABC across GM will be able to access high quality Macmillan Solution services locally.** This would duplicate resources in areas who are accessing comparable services.

**Cost:** circa £275,000 per financial year.

## 4. CONCLUSION

- 4.1 The Macmillan Solutions charitable function has been operating for nearly ten years funded by Macmillan. Tameside are the second highest referrer in GM to the service, with good access locally.
- 4.2 Macmillan Solutions are an asset-based charitable function, delivered by volunteers that offer a flexible approach to the work they provide (based on needs of the individual).
- 4.3 T&G CCG has similar provider offers in place, which provide personalised care and support for people who have long-term conditions, including support for people with or affected by cancer (wider social prescribing offer). Volunteers often choose to work for Macmillan Solutions due to the branding this comes with (similar services cannot offer this) and its association to a well-known charity that supports PABC and the ongoing support this brings (as set out in 2.1 above).
- 4.4 Covid has impacted on the length of time that people are having to wait for their treatment, this offer is crucial to ensuring PABC have access to a wide range of personalised care and support.
- 4.5 Macmillan Cancer Support previously funded the charitable function; therefore, if supported, Macmillan Solutions will have to be funded as new investment, awarded on a grant agreement (with robust governance and reporting processes in place for assurances purposes), following compliant procedures. Funding to support the sustainability of the service was included within the T&G CCG/future ICS budget.



## **5. RECOMMENDATIONS**

5.1 As set out at the front of the report.