

TRAFFORD COUNCIL

Report to: Accounts and Audit Committee
Date: 7 February 2016
Report for: Information
Report of: Joanne Hyde, Corporate Director of Transformation & Resources

Report Title

Annual Governance Statement 2015/16 – update on significant governance issue : Reshaping Trafford

Summary

This report includes an extract from the 2015/16 Annual Governance Statement outlining one of the significant governance issues identified for further development through 2016/17 – Reshaping Trafford. It provides the Committee with an update on developments in this area and further work planned.

Recommendation

The Accounts and Audit Committee is asked to note the report for information.

Contact person for access to background papers and further information:

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Background Papers:

2015/16 Annual Governance Statement

Annual Governance 2015/16 Statement – Significant Governance Issue: Reshaping Trafford

1. INTRODUCTION

- 1.1 Detailed below is an extract from the 2015/16 Annual Governance Statement in relation to one of the significant governance issues listed in the Statement i.e. Reshaping Trafford. This is followed by an update on actual progress made to date in respect of this issue.
- 1.2 The following detail (in italics) was included in the action plan of Section 5 of Trafford Council's 2015/16 Annual Governance Statement:

2016/17 Issues and Action Planned 2015/16

1. Reshaping Trafford

In 2016/17 there are 37 projects / programmes under 6 themes:

- *Working smarter*
- *Buying better*
- *Commissioning*
- *Promoting Independence*
- *Maximising income*
- *Joined up and working together*
- *Eligibility and access*

The 2016/17 Transformation saving target is £9.94m. The Benefits Realisation approach is under review now to build on learning from within the CFW Directorate to wider arrangements.

GMP HR Collaboration

This is now in the ‘construct’ phase, staff consultation with all parties has been concluded and it is planned the service will begin operation in late summer 2016. A number of other organisations have expressed interest in joining and these opportunities will continue to be explored.

Delivery of the Trafford Locality Plan, including new place based integrated working delivery models.

The CFW programme has been supported by a leadership group. This is now under review to ensure the terms of reference are fit for the 2016/17 programme

Trafford Council and Trafford CCG have agreed integrated commissioning priorities which align to the new Health and Wellbeing Board priorities going forward:

- *Learning Disabilities*
- *Mental Health*
- *Community Equipment*
- *Better Care Fund*

2016/17 Issues and Action Planned 2015/16

- Alcohol use
- Smoking cessation
- Reducing Physical Inactivity

Youth Trust

The new CIC Board are currently working with independent consultants red Quadrant funded by the Cabinet Office, to support Board development and develop investment and membership models, further stakeholder and young people engagements culminating in the drafting of a business plan and operating model for Year One. In addition the consultants are working with both the Trust and Trafford Council to draft an Operating Agreement which sets out the relationship and funding arrangement between the 2 organisations. This work will be completed by July 2016.

2. UPDATED POSITION

- 2.1 The Transformation Programme continues to robustly support the delivery of the Council's savings. At Dec 2016, the Transformation Programme comprised 31 live projects (including a new project: Stabilise and Make Safe); 7 projects have now been closed. As at Jan 2017, we are forecasting an outturn position for the year of £3k above the transformation savings target of £9.66m (amended in Nov 2016).
- 2.2 A revised governance arrangement is now in place to support the programme delivery:
 - Joint benefits realisation reporting by the Transformation PMO and Finance Managers
 - Weekly PMO meetings with the Corporate Director of T&R and the CFO
 - Fortnightly Transformation Board meetings, incorporated into CLT meetings
 - Highlight reporting re-scheduled to ensure the information available to the Transformation Board is the very latest position.
- 2.3 During the 2016/17 period a number of projects have successfully come to fruition. On 1st April, Trafford Council and Pennine Care NHS Foundation Trust signed a partnership agreement which set out the integrated working arrangements for an all age health and social care service in Trafford. Since April a number of significant operational developments have been put in place:
 - A new senior management structure for the all age service
 - The 'All Age Front Door' has been established for social care, bringing together the children's MARAT service and Adult Screening Team
 - Ascot House has become an intermediate care facility
 - Implementation of ICT applications and hardware which enable efficient practice and integrated working (agile working, Liquid Logic, ContrOCC and integrations with the Care Coordination Centre).
- 2.4 In order to further progress the all age model, the following is now underway:

- New ways of integrated working on a locality basis will be tested during a ‘Proof of Concept’ which will go live in the North neighbourhood in the Spring.
 - A ‘reshaping children and families programme’ is being developed to manage the increasing demand and costs in LAC.
 - Implementation of ‘innovation sites’ is underway to test the ‘3 conversation model’ which is a new asset based delivery model in adult social care.
- 2.5 In addition, other service developments have also been delivered across the CFW directorate:
- Stabilise and Make Safe (SAMS)
 - Aids and Adaptations
 - Supported Living
 - Public Health
 - Rapid Response
- 2.6 Time is set aside on a monthly basis for a CFW Programme Leadership meeting which meets as required.
- 2.7 Supported by Trafford Council, Greater Manchester Police (GMP) embarked on a programme to transform its HR function to provide a more streamlined, cost effective and higher quality service to meet the needs of its officers and staff. A soft launch of the new service: Greater Manchester Shared Service with collocated staff at Trafford Town Hall went live Dec 2017. It is anticipated that the service will formally ‘go-live’ in March 2017.
- 2.8 Trafford Youth Trust (also known as Trust Youth Trafford) commenced operations in July 2016 with the management of Trafford Council youth service contracts becoming the responsibility of the trust’s directors. The trust is currently governed by 11 directors, including 4 representatives from Trafford Council. To date the trust has awarded £210,000 funding, to deliver a mix of 7 targeted and universal services throughout the borough, managed by 6 providers. Young people living across each of the council’s localities have access to one or more services. 2016/17 funding for youth provision has been commissioned through Trafford Council on behalf of the trust and future funding will be directly distributed through the trust.
- 2.9 The trust has received a total of £69,000 in donations from Trafford Housing Trust and Hotel Football.
- 2.10 The directors appointed Fiona Murray, as the trust’s Chief Operating Officer, and she commenced employment in January 2017. Fiona’s key responsibilities are to deliver against the trust’s three objectives, primarily by:
- Leading the transition of the trust from a council-led to independent-led organisation, which can deliver a more coordinated youth offer for Trafford’s young people
 - Implementing effective strategies to increase investment in youth services across Trafford

- Efficiently deliver a robust outcomes-based fund management framework, which addresses the varying needs of Trafford's young people, whilst enhancing the capacity of the youth sector to deliver effective services
 - Raise the profile of the trust and demonstrating the positive impact it delivers for Trafford's youth sector and Trafford's young people
- 2.11 Over the course of 2016/17 work has been undertaken by a group of senior officers to define the Council's strategy going forward. As a result, the Vision for 2031 has been drafted and is currently under review and consultation. It is envisaged that this would replace the Reshaping Trafford Programme, but formal governance processes will need to be followed to formally agree this.
- 3. Recommendation**
- 3.1 The Accounts and Audit Committee is asked to note the report for information.