

TRAFFORD COUNCIL

Report to: Council Executive
Date: 19th December 2016
Report for: Information
Report of: Executive Member Communities & Partnerships

Report Title

Trafford's Public Service Reform programme- our proposed place-based proof of concept in the north of the borough

Summary

This report explains how the work undertaken for the Typical Weekend and One Trafford Response programme has led to the proposal for the north place-based proof of concept.

Recommendation(s)

1. The Executive notes the contents of this report

Contact person for access to background papers and further information:

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Background papers: none

Implications:

Relationship to Corporate Priorities	The project is a key part of Trafford's integrated Public Service Reform Programme with overall aims to promote individual and community resilience and working together for Trafford. It is aligned to Intervention 5 of the Vision 2031 programme, co-designing and co-producing services that enable people, communities and businesses to do more for themselves and each other.
Financial	The main financial considerations are set out in the body of the report.
Legal Implications:	None

Equality/Diversity Implications	A key objective of the proof of concept is to reduce inequalities gaps wherever possible. One of the reasons the north of the borough was chosen is because of its diverse communities and the opportunity to test out new ways to ensure there is equality of access to support and services (where appropriate).
Sustainability Implications	The proof of concept will be used to test new ways of working, develop business propositions based on Cost Benefit Analysis techniques in order to inform a new operating model for service delivery which will be rolled out across Trafford
Resource Implications e.g. Staffing / ICT / Assets	There is strong Partnership commitment to the programme including nominated representatives to the Task Group and Project team and pooled financial commitment to support the costs of the Programme Manager role. The proof of concept may well involve new ways and hours of working for staff across Trafford. It will involve co-location of staff from across agencies, making effective use of buildings and other assets. The intention is to use the TCC to act as a data, information sharing and case co-ordination hub for the project which will involve testing improved ICT infrastructure and access.
Risk Management Implications	Information Governance and Data Security needs will be considered with the support of the GM Connect team.
Health & Wellbeing Implications	None
Health and Safety Implications	None

1.0 Background

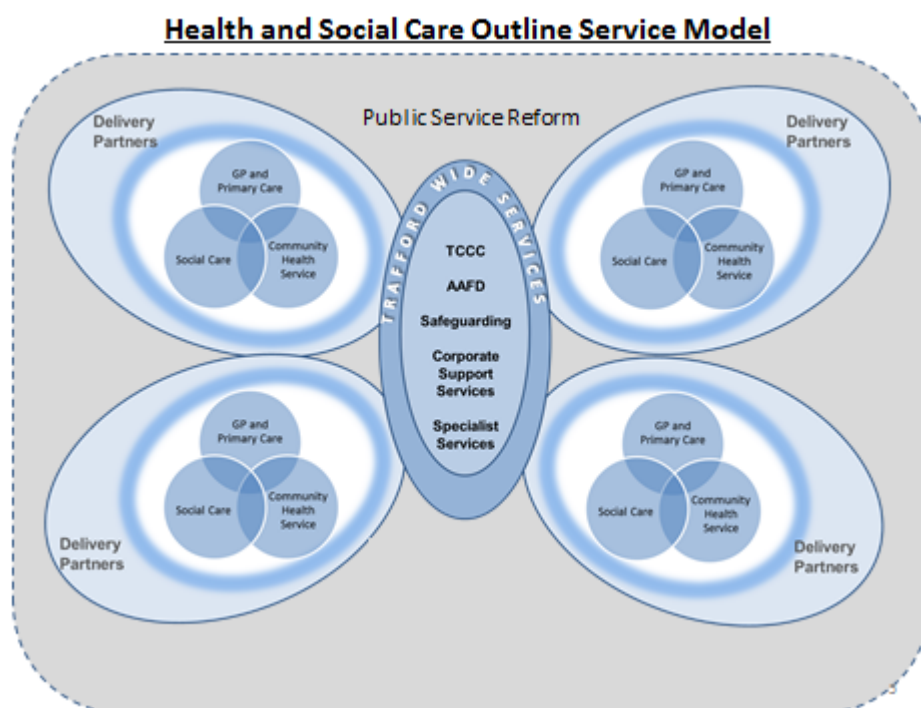
1.1 As part of the GM programme for place based working Trafford has committed to developing a place-based pilot by January 2017 and developing a roll out plan by April 2017. At the outset of our integrated partnership Public Service Reform programme in February 2016 we agreed our vision for place based working as:

‘Trafford will have 4 place based co-located multi-agency teams providing services in the area which cover the whole spectrum of need from early help to specialist services (as appropriate)’

1.2 Trafford’s approach is ambitious as it covers a larger geography than the other boroughs, is the only one that has health and social care integration at its heart and is taking a whole system approach. We have never intended to create a new team of seconded staff in a small neighbourhood where the pilot happens ‘over there’ away from ‘business as usual’. We are committed to designing and testing and redesigning and re-testing a whole new way of operating that will affect how we all work together; as well as how we commission services henceforth, across sectors, putting our service

users at the centre so as to improve outcomes for our residents and Trafford as a whole.

- 1.3 The Police and Crime Commissioner has allocated £1.5m funding to support the roll out of place-based working subject to boroughs submitting their roll out plans before end of March 2017. These timescales are tight for Trafford but we are aiming to have designed and started to implement a model for our proof of concept within the timeframe that will allow us to take advantage of this funding in 2017.
- 1.4 There is more opportunity to draw down funding for our roll out through the Health and Social Care Transformation Fund bid which is currently being worked up. We are in a good place to do this as there is a strategic commitment in Trafford to ensure the PSR and Health and Social Care transformation are integrated, as the desired outcomes are entirely synchronised. At the heart of the integration of health and social care provision and delivery is the butterfly model which will be informed and optimised by the place based model. The 'enablers/fundamental foundations' for the delivery of Trafford's Locality Plan equate to the 'enabling' work streams in our PSR programme, all of which will be tested in the proof of concept.



2.0 The One Trafford Response (Perfect Weekend exercise)

- 2.1 The One Trafford Response weekend confirmed thinking that the Trafford Co-ordination Centre has a future role as the Trafford hub to provide the single point of access to services and the place where live-time information sharing takes place to inform holistic case management and intelligent commissioning.
- 2.2 Following on from the findings of the Typical Weekend in July and the 12 months' worth of demand data analysis undertaken, the One Trafford Response exercise was

held over the weekend 23rd to 26th of September. A multi-agency hub was tested over 6 shifts covering 39 hours, largely out of hours. 9 agencies with access to their organisational databases, came together at the TCC. In addition a multi-agency intervention team with a range of skills and experience was on hand each shift to deliver creative live-time solutions to the cases presented. In total 181 staff from 21 different organisations were involved. 13 cases were taken through the hub during the weekend. All were complex and are now being monitored in terms of ongoing case co-ordination.

- 2.3 There was a huge amount of learning from the weekend. Staff completed reflective logs and questionnaires. A multi-agency debrief session which was attended by over 100 staff was held on Tuesday 3rd October where some of the learning from both the process and the cases was shared. This learning has shaped thinking about the place-based pilot and implementation of Trafford's Locality Plan.
- 2.4 A detailed slide story of our One Trafford Response journey has been drafted and will be ready to share in the coming weeks.

3.0 Transition to our place-based proof of concept in the north

- 3.1 At a special joint meeting of the PSR Board and Operations Group held on 3rd October, agreement was given to include place-based working in the Transformation Fund bid. This meeting discussed the potential design principles for our place-based pilot and how to take forward the One Trafford Response model. Attendees asked for an options appraisal of suggested places and client cohorts. This appraisal was drafted and discussed by the PSR Board on October 11th. Based on the level of demand across a range of themes, the opportunity to work with diverse communities and to test out cross border issues, the decision was made that the Trafford place-based pilot will take place in the north locality/neighbourhood covering the 4 wards in Old Trafford and Stretford.
- 3.2 It will be designed to have the maximum impact possible on the following outcomes:
 - **Closing the inequalities gaps**
 - **Deflecting inappropriate resources/demand**
 - **Promoting community resilience and self-reliance**
 - **Delivering a sustainable model that can be up-scaled across Trafford**

It will encompass the One Trafford Response model as appropriate.

- 3.3 The PSR Operations Group was tasked with deciding what exactly is in scope and identifying a multi-agency task group and other resources required. Following a workshop on 28th October the Operations Group made recommendations to, and a resource request of, the PSR Board and also emphasised the need for early engagement with the Voluntary, Community and Social Enterprise sector. This began at the VCSE Strategic Forum on 2nd November. On 8th November the PSR Board committed to resourcing the governance arrangements set out below and to empower a partnership task and finish group and project team to design the detailed model for the proof of concept.

4.0 Design Principles

4.1 The PSR Board have agreed the following design principles for the proof of concept:

- Harness the Trafford Pound
- Maximise asset based community solutions
- Promote community resilience, independence and behaviour change
- Design against real demand and context
- Citizen centric not service shaped (acting with humanity)
- Test workforce development initiatives
- Less management and more added value leadership - 'fix the way work is organised and led not the way it is done'
- Test our current H&SC transformation initiatives including joint commissioning and the new models for primary care.

5.0 Scaling up the One Trafford Response model

5.1 The proof of concept will encompass the One Trafford response model as appropriate:

- Co-location of staff from across partners
- Live-time information sharing
- Unlocking the potential of frontline staff
- Blurring of the professional boundaries
- Maximising the key worker and case-coordination approach as per the Stronger Families approach
- 7 day working including anti-social hours
- Accelerating the optimisation of the TCC which will act as the information sharing hub

5.2 The proof of concept will also provide an opportunity to test out Trafford Council's Rethinking Social Work, '3 conversations' approach. In its present form, the social care system is geared towards prescribing a service that, once in place, usually results in ever increasing levels of dependence for each person, which goes hand in hand with spiralling costs. As part of our overall objective to increase self-reliance and to maximise all our assets in our communities, we are now seeking a fundamental shift in focus where residents are expected to remain independent for as long as possible and are supported to reach their full potential.

5.3 Our most significant challenge is to unlock the potential of local communities, families and the individual. If we get it right this will mean not just reducing costs, but the ability of each resident of Trafford to live longer to lead healthier more fulfilling lives, independently within their own home, amongst their family, friends and the community they belong to.

5.4 Building on what we did over the One Trafford Response weekend, we want to liberate our workforce, by giving them permission to use their judgement to implement innovative and creative solutions in order to unlock the potential of each individual and that of their community so that more people live independently. To do this we are introducing a new approach to social care 'assessment'. One that's simple, one that's based on a different conversation and one that reforms and reclaims social work. These conversations do not necessarily need to be carried out by qualified people; knowledge of the local area and facilities is equally as important. A conversation that goes like this:

- **Conversation 1** - 'How can I connect you to those things that will help you get on with your life'? Those assets and strengths that already exist within your family and your neighbourhood.
- **Conversation 2** - If a person is at risk we ask 'what needs to change to make you safe'? 'How do I help you to make that happen' how do I use my knowledge of the community to support you'? And 'how do we pull this together in an emergency plan and stay with you to make sure it works'?
- **Conversation 3** - 'What does a good life look like for you'? 'Where do the sources of funding and other resources come from to support your chosen way of life'? And, 'who else do you want to be involved in your support planning'

5.4 It always starts with the assets and strengths of people, their families and their communities. It works chronologically, so we prove that we have exhausted conversation 1 and 2 before having conversation 3. It embeds place based and asset based principles because our staff need to know the communities and neighbourhoods well of those people they are listening to.

5.5 The proof of concept will provide opportunities not just for social care but for other frontline staff across agencies to test out the concept.

6.0 What is in scope?

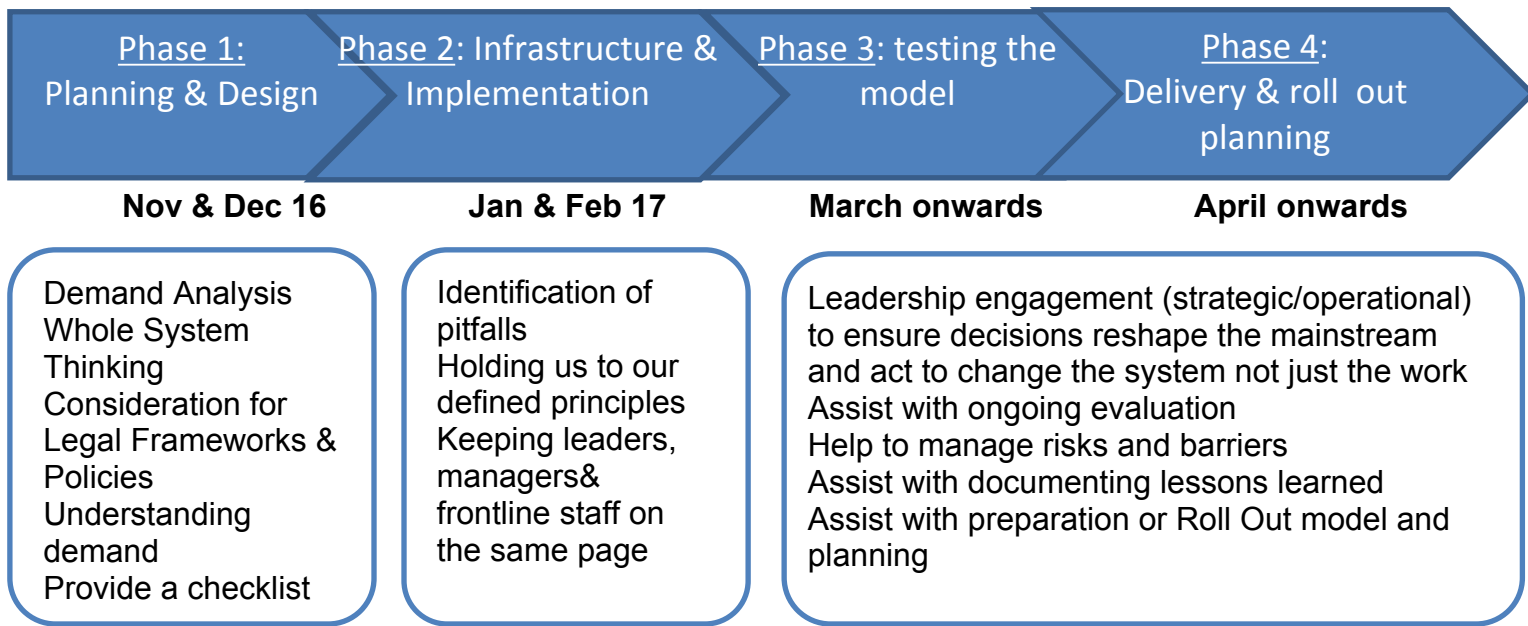
6.1 The proof of concept will cover the wards of **Stretford, Longford, Clifford and Gorse Hill**. The following partners have thus far committed to be involved:

Trafford Council (including integrated all age social care)	THT
GMP	Pennine
CCG (including a lead GP, Practice Manager)	DWP
TCC	The Work Company
GMFRS	New Charter Housing
THRIVE Trafford	VCSE reps

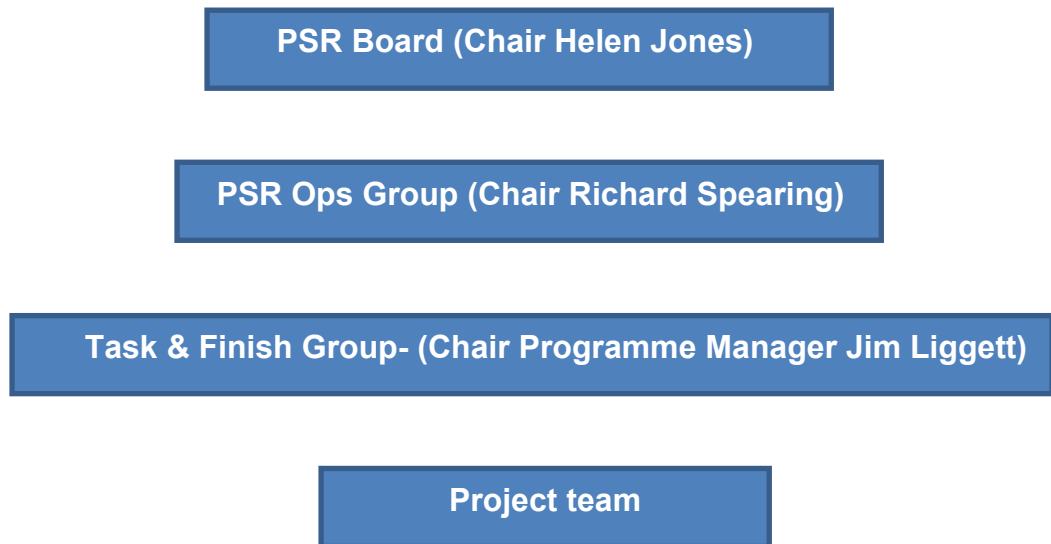
- 6.2 The Clinical Commissioning Group and Trafford Council will review the list of their commissioned providers to agree which ones should be approached to be involved.
- 6.3 The ‘client groups’ in focus will be those at the tipping point between needing early help support and complex needs services, in order to deflect demand by intervening earlier and promoting and utilising individual and community strengths . However the PSR Board accepts that flexibility and adaptability is needed at the design and early implementation phase so that all opportunities to impact on the 4 overarching priorities are maximised.
- 6.4 The programme is likely to be iterative, testing the new models with certain types of cases incrementally to maximise impact and learning and to provide every opportunity for success.

7.0 GM Support

The GM Public Service Reform Team have committed to providing the Place Based Project with 2 team members for up to 3 days a week for the duration of the project, initially assisting with the preparation stage of the project and continuing to provide support through the implementation, delivery and evaluation stages. One team member will come from the GM PSR team and one will be from a consultancy commissioned by the Office of the Police and Crime Commissioner.



8.0 Governance



9.0 Financial Considerations

- 9.1 Funding in principle has been secured from the GM Transformation Fund to support the costs of a Programme Manager for 6 months and to pay for some external evaluation. Both of these are Trafford Partnership resources.
- 9.2 During the proof of concept cost benefit analysis (CBA) techniques will be applied to demonstrate where the new delivery model may create efficiency savings or a the ability to invest more in prevention through deflecting inappropriate demand and de-escalating clients away from costly public services. The CBA results will be used to develop more detailed business propositions to help us draw down further GM Transformation Funds to deliver an effective roll-out of the integrated place-based model.

9.3 In addition we will be completing our place-based Roll-Out Plan for GM before March 2017 which will provide the opportunity to attract a further £150,000 worth of funding from the Police and Crime Commissioner.

10.0 Immediate Next Steps to end December 2016

- Identify and brief all Task and Finish (T&F) Group and Project team members
- T&F representatives start to share key messages within their own organisations at all levels
- Weekly T&F meetings until 21st December
- Provide a specific briefing to all ward Councillors for the 4 wards covered by the proof of concept
- VCSE taskforce held 25th November to engage as many VCSE organisations delivering in the north locality as possible
- Re-examine demand and needs data for the area
- Engage with GM Public Service Reform team to learn of best practice from other areas and to shape project plan, dependencies and milestones
- Draft options for workable model

10.1 A workshop will be held 21st December to finalise model and plan for phase two infrastructure and planning implementation Jan – March 2017.

11.0 Recommendations

11.1 That the Executive note the contents of this report.

Key Decision (as defined in the Constitution): No
If Key Decision, has 28-day notice been given? No

Finance Officer Clearance (type in initials)...NB.....
Legal Officer Clearance (type in initials).....MJ.....

CORPORATE DIRECTOR'S SIGNATURE 

To confirm that the Financial and Legal Implications have been considered and the Corporate Director has cleared the report prior to issuing to the Executive Member for decision.