

TRAFFORD COUNCIL

Report to: Health & Well-Being Board
Date: 3rd March 2015
Report for: Information/Action
Report of: Kerry Purnell, Head of Communities & Partnerships, Trafford Council

Report Title

Locality Working

Purpose and Summary

This report provides an update on Locality Partnerships and the shift towards a new approach to locality working through locality planning.

The context is the review of Locality Partnerships undertaken in the summer of 2014 and the commitment made during the Council’s budget consultation to begin an honest conversation with our communities about:

- a) what communities are doing and can do more of for themselves,
- b) what only public services can deliver, and
- c) what we can deliver better together.

The report highlights recent recommendations about the value of asset-based community development and community centred approaches to health and well-being and refers to the recent ‘Sector-Led Improvement Peer Review’ on ‘Community Asset Building’.

It also refers to a review of the strategies and structures which underpin the Trafford Partnership which has been commissioned by the Trafford Partnership Executive. It shares the draft vision for locality working through locality planning. It details the potential shared benefits of the new approach to locality working for health and social care partners.

It seeks commitment from the Health and Well-Being Board, and its composite partners, to supporting Locality Partnerships to develop and deliver against locality plans and to become effective and influential bodies which provide a clear bridge between strategic partnerships and neighbourhood activity and a conduit for effective community engagement and consultation.

Recommendation(s)

The HWB notes the contents of this report.

The HWB support Locality Partnerships to develop locality plans by:

- providing the Locality Partnerships with strategic direction and an explanation of what the work of the Health and Well-Being Board means for each locality;
- providing a Single Point Of Contact in each agency for the locality working/planning steering group and the Locality Partnerships;
- providing information to assist with asset-mapping in each locality;
- nominating representatives to attend the stakeholder workshops each Locality Partnership will be arranging;
- Addressing the SLI Peer Review recommendation, ‘ to maximise the value of locality work a formal governance pathway from the Health and Wellbeing Board to Locality Partnership Boards and Priority Neighbourhoods should be implemented’. This can be achieved through reviewing and refreshing the Health and Well-being representation on Locality Partnership Boards.

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1 Introduction

- 1.1 When Locality Partnerships were first established during 2012-13 they were intended to provide a bridge between Trafford's strategic partnerships and community action at a neighbourhood level, through community groups, neighbourhood partnerships and wider networks. The vision was for Locality Partnerships to be a body of key managers from across the agencies and sectors, Community Ambassadors and Ward Members, all working at a locality level, who would have a handle on all issues affecting the locality. The partnerships would effectively engage with communities and with strategic partnerships so that the appropriate dialogue and influence could be had in order to shape service delivery and effect change. Ultimately a move to devolved budgeting and community commissioning was envisaged.
- 1.2 The Locality Partnerships were keen to deliver rather than debate. They set some broad priorities in 2013 which they have been progressing alongside of some community engagement events.
- 1.3 In the summer of 2014, after a full year's operation, a review of the Locality Partnerships was commissioned. Further details are provided below. This review and its recommendations led to discussion at the Council Executive, the Trafford Partnership Executive and Strong Communities Board concerning the issues, challenges and opportunities provided by a new approach to locality working through the creation of Locality Plans and a refresh of the role of Locality Partnerships. The Trafford Partnership Executive gave a commitment to support Locality Partnerships in exploring how to develop locality plans and embed locality working in ways relevant to each geographical area.
- 1.4 A Steering Group to lead the locality working and locality planning programme has been established on behalf of the Trafford Partnership. It is working to achieve strategic and operational buy-in to locality working and locality planning within the Council and across partner agencies.

2 Background

- 2.1 Through conversations with key stakeholders from across the sectors, the review of the Locality Partnerships highlighted both positive observations and challenges:
- 2.2 Positive observations:
 - Locality Partnerships are well placed to provide the bridge between statutory partners and communities and can encourage innovation and co-production but have not yet fulfilled the potential in this area.
 - Community Ambassadors have benefited from seeing the bigger picture and their contributions ensure different perspectives are fed into what have been traditionally strategic (and often public sector) conversations.
 - Strong value is placed on the benefits of working in partnership.
- 2.3 Issues and Challenges:
 - There needs to be greater connectivity between the strategic partnerships, the third sector and neighbourhood and community partnerships (and therefore local action on the ground), using Locality Partnerships and Locality Plans as a vehicle to achieve this.

- There is a degree of confusion about the role of the Locality Partnerships with a perception, by some, that their defined membership means there are meetings making significant decisions 'behind closed doors'.
- Elected Members need clearer guidance on the roles and responsibilities of Locality Partnerships and their role within them.
- Partner agencies are not always clear about the role their staff play on the Locality Partnerships and how the partnerships add value.

2.4 The review made 2 key recommendations:

1. Development of evidenced-based, outcome focussed locality plans which, have the buy-in of all stakeholders across the Trafford Partnership and are owned by the community but 'held in trust' by the Locality Partnerships.
2. The creation of Ward Assemblies within each locality to bring all ward members together to share information and enable a collective view of what matters in the locality to contribute to locality planning and to develop the scrutiny role by taking resolutions made by Ward Assemblies to the Executive and the Council.

3 Overall Business Case for Locality Working and Locality Planning

3.1 The Trafford Partnership Executive have agreed the following desired principles, shared benefits and outcomes for locality working through locality planning. That locality plans are:

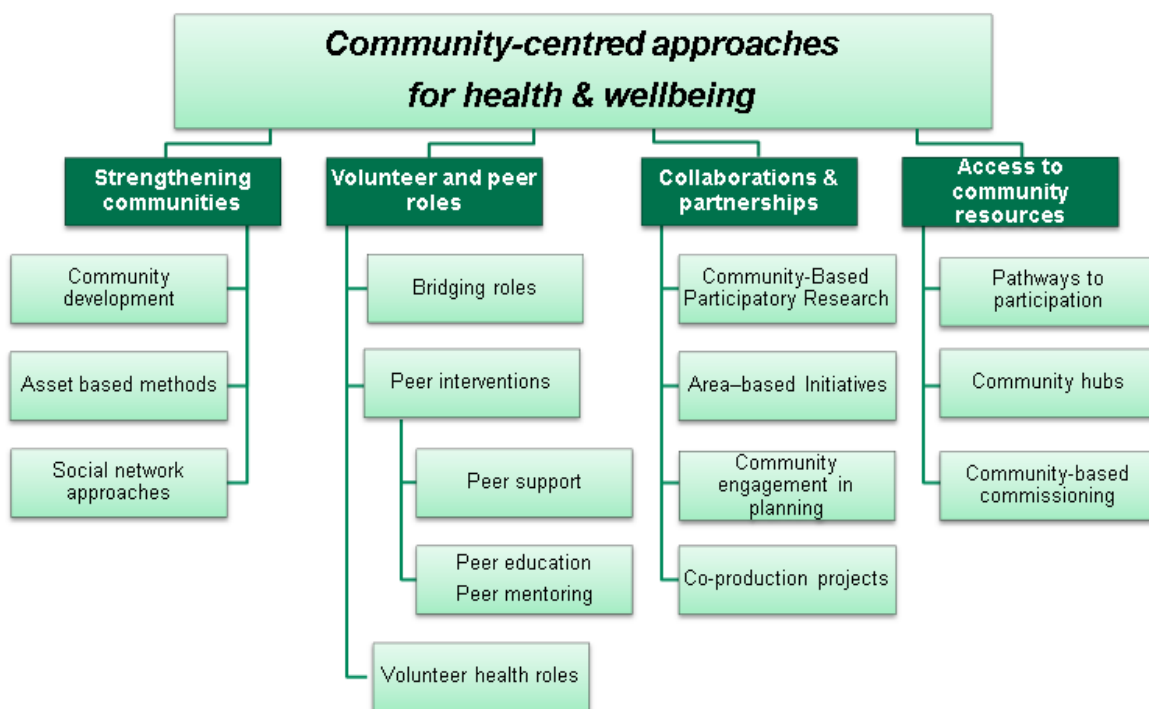
- dynamic, outcome-focussed, integrated Locality Plans, focussing on a small number of key priorities;
- delivered through a series of task and finish groups within each locality which bring together community partnerships, ward councillors, third sector and public service deliverers alongside local businesses and active citizens to collaborate around tangible outcomes.
- aligned to strategic priorities and key strategic partnership projects and programmes already underway (e.g. Patient Co-ordination Centres; Our Place projects in Sale and Village wards; Master Planning; Altrincham Town Centre Strategy; CCG Locality Working programme; Big Local in Sale West), and therefore are a mechanism for delivering the Trafford vision;
- a key vehicle to drive and embed locality working and to provide the bridge between strategic and locality partnership structures;
- evidenced-based and intelligence-led. They should be based on quantitative analysis, strategic direction from the thematic partnerships, asset-mapping and a good sample of existing community intelligence/perception;
- bought into by the wider community as well as Trafford partnerships at strategic, locality and neighbourhood levels and by middle managers and frontline service deliverers;
- a framework for continued and effective community engagement;
- drivers of public service reform and deliver a more efficient use of shared resources with community-led outcomes at the centre of collaborative activity;
- a way to treat all partners (including residents and businesses) as equal players in the local delivery of services and solutions;
- added value. Are not just more Plans which do not change the way we work.

3.2 It was recognised early in the programme that the process of developing Locality Plans is as important as the plans themselves. The process should be used to start the Intelligent, honest conversation with residents and community organisations that the Leader of Trafford Council promised during the public consultation on the Council's budget. To seek answers from our communities to the questions:

- a) What are communities best placed to do for themselves?
- b) What can only public services deliver?

c) What can we deliver better together?

- 3.3 It is envisaged that the Locality Partnerships will lead the community conversation and engagement in order to shape locality plans with the support of local networks that exist across the organisations and structures that make up the Trafford Partnership.
- 3.4 The process of developing locality plans will take an asset-based community development (ABCD) approach to locality working. Cormac Russell, an expert in this field, has become a 'friend' to Trafford Partnership. At the Trafford Partnership Annual Conference in 2014, Cormac facilitated a discussion about a strengths-based approach to connecting people at street level and the role of Community Connectors:- local volunteers, who build relations, host conversations and value networks. Their activity can grow 'associations of associations' where ideas can be shared and acted upon providing an impetus for change.
- 3.3 Recently Cormac returned to deliver training for elected members and Council officers about the leadership challenge facing public services:
'how to shift from a culture where public institutions assume it is services that address inequalities, to one where they recognise that there are certain things only the individual can do to determine his/her health and well-being?'
- 3.5 A recent NHS England and Public Health England Guide to Community Centred Approaches to Health and Well-being recommended mobilisation of assets within communities to promote equity and increase people's control over their health and lives:



- 3.6 The report recognises,
'that the assets within communities, such as skills, knowledge and social networks, are the building blocks for good health and cannot continue to be ignored. A sole focus on community needs and deficits limits the options available, and sometimes increases stigma by labelling people with problems. Health behaviours are determined by a complex web of factors including influences from those around us. Community engagement and outreach are often a vital component of behaviour change interventions and the support from peers who share similar life experiences can be a powerful tool for improving and maintaining health.'

'social isolation and loneliness is a major public health issue, associated with higher

risks of mortality and morbidity. But people can 'recover' from loneliness, meaning that there is scope for interventions to improve social connections. Wellbeing is a key concept for a functioning and flourishing society and community life, social connections, and active citizenship are all factors that enhance wellbeing... A flow of new ideas and intelligence from local communities is needed to give a full picture of what works and what is needed. Local government and clinical commissioning groups now have the freedoms to involve communities in jointly developing locally tailored solutions...'

- 3.8 Public Health undertook an asset-mapping exercise during 2014 as part of the Service-Led Peer Review. The recent feedback letter stated, 'Trafford has shown an innovative nature in their approach to investing in community asset building which is evident through their Community Ambassador model, with these selected local people being at the heart of decisions and the design of services.
- 3.9 Some of the recommendations for Trafford were:
- To maximise the value of locality work, a formal governance pathway from the Health and Wellbeing Board to Locality Partnership Boards and Priority Neighbourhoods should be implemented.
 - The role of residents in community partnerships should be reviewed and strategies for ensuring appropriate resident involvement in the work of the community partnerships agreed.
 - Public health should continue to develop their presence and/or input into the Priority Neighbourhoods and Locality Partnerships – utilising the teams expertise and knowledge.
- 3.10 By nominating Single Points of Contact for development of locality plans and by reviewing and refreshing Health representatives on Locality Partnerships some of these recommendations will be achieved.
- 3.11 In order to benefit from the widest community input into the development of locality plans, the Locality Partnerships have moved away from their initial 'defined membership' and are inviting as many people and organisations who are interested to get involved in locality planning in order to better understand community assets and build associations of associations across communities.
- 3.12 Some of the Reshaping Trafford principles completely underpin what we are trying to achieve through our new approach to locality working:
- Residents will be taking more responsibility for themselves, their families and their communities to meet their needs.
 - We will work with local people to co-produce solutions to these challenges and make things even better.
 - We will have identified service areas for collaboration, supporting the design and delivery of services with those involved.
 - We will have collaborated with partners from the public and private sector, to achieve more and deliver better value for our money.
- 3.13 'ABCD' is being considered currently by the Locality Partnerships in their approach to locality planning. The Partnerships and Communities team have begun an asset-mapping exercise across the localities, building on work already undertaken by Public Health and for the Youth Trust proposal. This information will be shared with partners and handed to the Locality Partnerships as a live document, for them to own and develop, as a dynamic tool for locality planning, community engagement and innovative solutions. 'Association of association' events have also been held or are being planned in some areas.

- 3.14 An outline framework for locality planning is being discussed with the Thematic and Locality Partnerships. Stages one and two will ensure that the Locality Partnerships make informed decisions when deciding what are the messages and issues around which to engage their communities. They will ensure that their plans are evidenced-based and intelligence-led, are aligned to strategic priorities and that the requisite buy-in of key stakeholders has been achieved at both strategic, locality and frontline delivery levels. The framework is attached at Appendix A. Please note that the suggested timeframes are subject to change
- 3.13 The first two stages of the framework are well underway. In order to identify strategic direction and key projects to share with the Locality Partnerships, a strategy mapping exercise is being done. This has raised further questions concerning the structures within the Trafford Partnership:
- Which Thematic Partnership delivers against which strategy?
 - Where are there duplications?
 - What are the lines of accountability, information flows and which sub-groups report to which Boards and why?
 - Which partner is represented at which Thematic?
 - What will neighbourhood, town centre and community partnership structures look like within the context of locality planning if task and finish groups are established?
 - What might the future composition and role of Locality Partnerships be and how do they better connect with community and neighbourhood partnerships and networks and the wider asset base within localities?
- 3.14 Answers to these questions and a revised structure for the Trafford Partnership will be developed and presented to the Partnership Executive at the end of March 2015.
- 3.15 Meetings with strategic partners have led to further development of the principles and shared benefits for locality working on which everyone can agree. As a result of these conversations the 'pitch' has shifted from locality plans to locality working, as a new way of collaborating within localities. This collaboration will provide the opportunity to deliver against single agency, as well as partnership objectives, through identifying and unlocking the 'abundance in communities' and empowering and enabling them to become more resilient. This will both mitigate the impact of public service reductions and help reduce demand.
- 3.16 Based on feedback received to date from the Locality and Thematic Partnerships and partner agencies, a vision for locality working through locality planning is being developed. The draft vision is attached at Appendix B.

4 Business Case specific to Health and Well-Being Partners

- 4.1 Locality planning could deliver focussed Health and Well-being plans for each locality. These could help connect local programmes of work, inform grant spending, future commissioning and ensure that programmes are embedded in communities, are up-scalable and are sustainable.
- 4.2 The CCG is developing a locality-based model for GP services in order to deliver more services to more people in their communities in an efficient and cost effective way. To achieve this model will involve considerable patient and community engagement and consultation. Locality Partnerships will have frameworks for community engagement and connections into a plethora of community organisations and networks. These frameworks will be available for health partners to use as a vehicle to get key messages out into communities and to consult with residents on key issues. This will prevent duplication of effort and reduce the resources needed.

- 4.3 They will also provide greater opportunities for citizen engagement, active participation in locally tailored solutions to local issues which in turn should reduce loneliness and social isolation and increase the social connectedness which improves health and wellbeing.
- 4.4 The Health and Well-Being Board may now and over the coming months, identify other benefits from Locality Planning which the Steering Group will be more than happy to discuss, share and implement with Locality Partnerships.

5 Recommendations

- 5.1 The HWB notes the contents of this report.
- 5.2 The HWB support Locality Partnerships to develop locality plans by:
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Background Papers

Review of Locality Partnerships Interim Proposal October 2014

Locality working Discussion Paper for Trafford Partnership Executive

Locality working presentation to Locality Partnerships

Appendix A: Outline Framework for Locality Planning

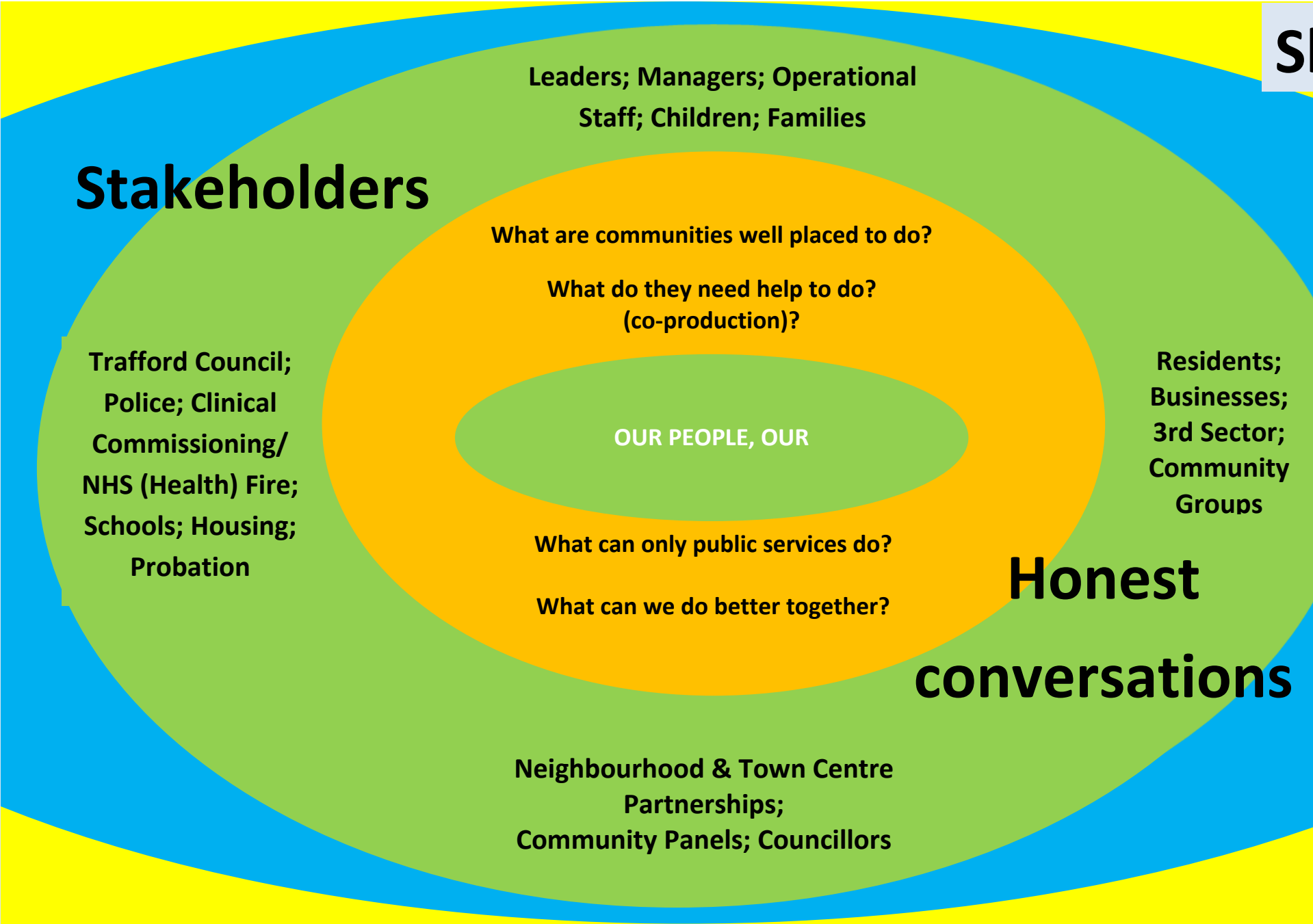
Outline Framework for Locality Planning

Stage 1 - Initial engagement (Nov 2014 to March 2015)

- Take the discussion to each Locality Partnership
- Brief and engage all ward members
- Further discussions with delivery agencies at Borough-wide level

TRAFFORD'S VISION FOR LOCALITY WORKING THROUGH LOCALITY PLANNING

- ### Principles
- Communities as equal partners & part of the solution
 - Linking strategic priorities with local action
 - Understand and build on our assets
 - Outcome-focussed activities
 - Celebrate success
 - Better use of shared/pooled & devolved resources with community commissioning
 - Early intervention
 - Customer insight & satisfaction with services
 - Community intelligence
 - Place-based cost analysis
 - Locality Partnerships as tool for community engagement & consultation
 - Targeted community services



- ### Shared Benefits
- Resilient communities
 - Reduced inequalities
 - Reduced demand on public services
 - Increased community capacity
 - Empowering community engagement.
 - Aligned geographical boundaries
 - Attract external funding.
 - Evidenced based solutions
 - Effective & influential locality partnerships
- Residents have equal opportunity to be healthy, safe & prosperous, with fair access to housing, education, jobs in a flourishing, clean, green and sustainable local environment. Communities will take positive action to improve their local area and support those living amongst them in vulnerable situations, in equal partnership with services

‘A COMMUNITY OWNED PLAN HELD IN TRUST BY OUR LOCALITY PARTNERSHIP’

‘IF WE USE WHAT YOU HAVE, WE HAVE WHAT WE NEED’

‘IT’S NOT ABOUT SAVING THE SYSTEM MONEY. IT’S ABOUT SAVING PEOPLE FROM THE SYSTEM’

‘CREATING INTERDEPENDENT, RESILIENT COMMUNITIES’



‘ACTING OUR WAY INTO NEW THINKING’ 8