

TRAFFORD COUNCIL

Report to: Council Executive
Date: 21st March 2016
Report for: Discussion
Report of: Executive Member for Partnerships and Communities

Report Title

Trafford Partnership – Locality Working and Public Service Reform

Summary

The report provides the Executive with an update on the work of the Trafford Partnership, in particular around Locality Working and Public Service Reform, as well as a summary of the change in structure of the Trafford Partnership to maximise our connectivity with both Greater Manchester and our local communities.

Recommendation(s)

The Executive are recommended to note the contents of the report.

Contact person for access to background papers and further information:

Name: Kerry Purnell
Extension: 2115

Background Papers: None

Relationship to Policy Framework/ Corporate Priorities	The Trafford Partnership is Trafford's Local Strategic Partnership, a single body which brings together organisations from across the public, private, voluntary, faith and community sectors and local residents. Members of the Trafford Partnership work together to achieve a common vision to ensure <i>Trafford is a place where our residents achieve their aspirations and our communities are thriving</i> . This is set out in the 2021 Community Strategy. As such, the Trafford Partnership has a lead role in setting the policy framework for the Council, and corporate priorities, which fall out of the Community Strategy. The Council has a lead role throughout the work of the partnership, under the Chairmanship of the Leader of the Council. Agendas such as Public Service Reform and Locality Working, key elements of the Council Vision and Reshaping Trafford Blueprint, will only be achieved by partners, including the Council, working together, sharing resources and engaging communities.
Financial	None arising specifically from this report. However, if the Council is to achieve its strategic aims, and maintain positive outcomes for residents and communities, it must work in partnership with others. Then it will achieve greater value for money and added value achieved by pooling resources, assets and skills. Running alongside this is the financial benefit of enabling increased citizen action and building community resilience, which will reduce demand on public services, as well as delivering better outcomes for local people.
Legal Implications	None applicable
Equality/ Diversity Implications	The Trafford Partnership is committed to working with residents and communities equally and fairly. Much of the work of the partnership is focused on tackling inequality and improve outcomes for those most at risk, in need or most vulnerable. Locality Partnerships have been established to improve engagement with local communities and increase resident involvement and influence over service delivery, which will reduce inequality and sustain positive changes in communities.
Sustainability Implications	The Trafford Partnership brings together environmental partners to make best use of assets and resources to improve sustainability.
Resource Implications e.g. Staffing / ICT / Assets	None applicable
Risk Management Implications	None applicable
Health & Wellbeing Implications	The Trafford Partnership has a significant focus on the health and wellbeing of residents and communities, from the Health and Wellbeing Board overseeing health and social care integration and connecting to devolution, through to individual residents supported to take positive action as part of the Be Bold campaign. Improved coordination of services and coproduction with communities will enable more targeted services that improve the health and wellbeing of residents.
Health and Safety Implications	None applicable

1.0 Background

1.1 The Trafford Partnership has achieved a great deal over the last 10 years, and is recognised nationally as a high performing partnership which delivers innovative projects achieving great outcomes for residents and partners. In the past 12 months we have strived to open the partnership up beyond the public sector, increasing our engagement with residents and communities, and developing a new approach to working in localities using all our assets, skills and resources. However, we still need to improve, making sure all our structures, processes and contributions deliver effectively and efficiently. An effective partnership is essential if we are to maintain services and improve outcomes for residents and communities whilst tackling the significant economic, demographic and social challenges faced by all public sector providers. Only by collaborating with others, pooling resources and engaging the community in these solutions, will we achieve more than we can do alone and sustain positive changes.

2.0 Refresh of the Trafford Partnership structure

2.1 Following an extensive review, the Trafford Partnership has been streamlined under three themes – Health and Wellbeing, Economic Growth and Strong Communities. This will ensure clear connectivity with the Greater Manchester Strategy (Growth and Reform) and with localities and communities. Terms of reference and membership of the refreshed Health and Wellbeing and Strong Communities Boards and the new Growth Board have been reviewed and updated, as has the new Trafford Partnership Board (formerly the Trafford Partnership Executive).

2.2 The three boards will meet simultaneously in the morning, followed by a networking lunch, and then the new Trafford Partnership Board will meet in the afternoon. This full day of activity will take place every quarter. Underneath each board are task and finish groups delivering priority projects, aligned with a strategic partnership overseeing delivery of a thematic strategy (e.g. Safer Trafford Partnership). Each priority project will have a senior sponsor from one of the three Boards, ensuring projects are effectively supported and challenged if not making progress, and are connected into the partnership structure (structure charts attached Appendix 1a,b and c).

Trafford Partnership day

The first Trafford Partnership day was held on 22nd January, and feedback has been very positive. Following the Health and Wellbeing, Growth and Strong Communities Boards meeting in the morning, members of these three boards convened in a lunchtime session. The aim is to share information, highlight commonality and connect the three boards.

Starting with a welcome speech from the Chair, focusing on the renaissance of the Trafford Partnership, the Chairs of the three strategic boards gave feedback from their morning sessions, giving all members an understanding of the priorities of each board and for them to consider how they could contribute to activities (and not just in the board they attend). This was followed by the Council Chief Executive highlighting the role of Trafford in Greater Manchester and the influence and impact Trafford Partnership can make.

There was then an interactive session with attendees exploring six of Trafford Partnership's key strategic projects:

- Public Service Reform (Stronger Families, Complex Individuals and Working Well)
- Trafford's Health and Wellbeing Locality Plan and the Care Coordination Centre
- Building Strong Communities, Asset Based Community Development and Locality Working
- Economic Growth and Housing Strategy

- Domestic Abuse
- We Stand Together, Prevent and Hate Crime

Over lunch the members of the three boards networked, with lots of discussion taking place between people from across different sectors and themes.

Finally, in the afternoon, the new Trafford Partnership Board met, taking forward the opportunities and challenges highlighted by the morning boards.

- 2.4 The structural change needs to be supported by cultural shift in the way people work together, with Board members leading change in their own organisations. In addition, how the partnership connects with communities is critical.
- 2.5 In addition to the networks the Locality Partnerships provide, the work of the Boards, thematic partnerships and the priority projects must also have the community embedded within them, to ensure the community are at the heart of the partnership, both strategically and operationally. This underpins the Locality Working framework and our asset-based community development approach.

3.0 Building Strong Communities

- 3.1 Following consultation and workshops with strategic partners and third sector providers, the Third Sector Strategy was refreshed in 2015 to become a much broader strategy. It now covers the role residents and communities play, in partnership with the public and private sectors, in *Building Strong Communities*, as well as the vital role a thriving and sustainable voluntary, community and social enterprise sector provides. The strategy includes agendas such as public service reform, early help, social value and devolution, to enable a coordinated vision for the changing relationships required across and between sectors to enable communities in Trafford to become and remain strong. The strategy can be found on the Trafford Partnership website <http://www.traffordpartnership.org/information-and-performance/Docs/building-Strong-Communities-v10.pdf>
- 3.2 Themes of the strategy are:
- Building mutually beneficial relationships across sectors and with communities by creating equal partnerships by sharing skills, assets and resources, providing strong local leadership, creating spaces to come together, utilising evidence and celebrating success
 - Brokering innovative and smarter ways of working such as asset based community development, social enterprise and service integration & collaboration between organisations at all levels (including through specific work streams such as the Youth Trust)
 - Innovative income generation and investment to ensure financial sustainability in a mixed model and enterprise culture, encompassing social value, Community Infrastructure Levy, commissioning, national and regional opportunities
 - Building quality and capacity within the VCSE sector and communities to enable sustainable growth and achievement of positive outcomes.
 - Developing our physical assets through financial investment, community involvement and asset transfer.
 - Developing our people assets, by increasing resident action and taking a strategic approach to volunteering, providing a platform for opportunities, brokerage, data collection and impact monitoring.

- 3.3 Delivery of this strategy is the responsibility of a broader cross section of organisations across Trafford from all the sectors. The cultural shift required to deliver services differently, build and change relationships and enable and empower residents and communities, has to come from within organisations themselves, leading and empowering staff to think and work differently. The Trafford Partnership Board, in endorsing this strategy, and the programmes contained within it, are committed to supporting delivery. One way of delivering the new strategy is through the Locality Working programme (see below).
- 3.4 However, there will still be a role for a VCSE support organisation, to lead delivery of specific themes. These include social enterprise, volunteering, asset transfer and capacity building.
- 3.5 Following a standard procurement process, Pulse Regeneration has been awarded a contract by Trafford Council to deliver this infrastructure support for April 2016-March 2017. This enables the Thrive Trafford brand to continue. **Please note that the contract is now being solely delivered by Pulse Regeneration.**

4.0 Locality Working

- 4.1 In Trafford we have a strong culture of working together, across public services and with communities. We want to make sure that we are utilising all of our assets, skills and resources we have in our towns and neighbourhoods.
- 4.2 Locality working is a way to work collaboratively and innovatively to make best use of the assets we have in our local area. This means bringing together everyone, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to work in partnership, share resources and enable new ideas to develop, making full use of the physical and human assets, financial resources and community spirit that thrives within our localities. A simple guide to Locality Working has been produced and printed <http://www.traffordpartnership.org/locality-working/Docs/1047Locality-Working-LeafletDv2.pdf>
- 4.3 Locality Working is intrinsically linked with other key strategic agendas, providing a practical way of delivering Early Help and Prevention, Public Service Reform, Shaping Demand, Community Action and Third Sector Infrastructure Support. By engaging statutory partners, stakeholders, businesses and communities throughout the implementation of this programme, we are ensuring that these national and local agendas are strategically aligned.

Asset-Based Community Development (ABCD)

Underpinning locality working is Trafford's approach to Asset Based Community Development, a methodology for the sustainable development of communities based on their strengths and potentials. It involves assessing the resources, skills, and experience available in a community, organising the community around issues that move its members into action and then determining and taking appropriate action. This focuses on maximising the strengths and assets in an area, not on the negatives and needs. So we consider "what's strong, not what's wrong".

Principles that guide ABCD include:

- Everyone has gifts: each person in a community has something to contribute
- Relationships build a community: people must be connected in order for sustainable

community development to take place

- Citizens at the centre: citizens should be viewed as actors—not recipients
- Leaders involve others: community development is strongest when it involves a broad base of community action
- People care: challenge notions of "apathy" by listening to people's interests
- Listen: decisions should come from conversations where people are heard
- Ask: asking for ideas is more sustainable than giving solutions

So how we engage people in this and the language we use has to change. We must shift from a 'you said we did' approach, with the 'customer' as a passive recipient of services, to exploring three important questions:

'What are communities best placed to do for themselves? (Resilience)

'What support can communities and services do better together? (Co-production)

'What can only public services do? (Statutory/ critical services for the most in need)

There are a several stages and practical tools to ABCD, such as finding 'Community Connectors', mapping assets (can be people, existing groups or fixed structures), identifying community building themes and building connections.

In Trafford we have built on this approach to value, and see as equal, all assets and skills in the community, which includes the public and private sectors alongside residents and communities. By bringing them together, as the Locality Partnerships do, we can build new relationships and connections across sectors, creating innovative co-produced solutions and utilising our collective resources more effectively.

4.4 Locality projects

4.5 We are beginning to see some very clear and tangible benefits of bringing partners together to address key issues. These include examples of agencies working together; pooling resources, and joint-delivery and co-located services. In addition, we are seeing increased numbers of agencies from across the public, private and third sectors and residents working together on projects, increasing the total amount of resources invested in achieving specific outcomes, and making better use of available resources by commissioning and decommissioning services and targeting voluntary sector grants.

4.6 Transparency and resident involvement will increase local accountability and democracy, and enable an honest conversation with residents and stakeholders. This is essential if we are change the relationship between services and residents, changing their role and expectations, to shape and reduce demand. Whilst it is difficult to measure and evidence the direct correlation between locality working and reduced demand, we must do something to build community resilience and involve everyone in preventing the need for more acute and costly services.

4.7 The locality working model is being tested through the current projects, and additional projects will emerge from the partner and resident engagement carried out by the Locality Partnerships.

Locality Project Case Study – M16 Environmental Action

There have been long-standing environmental concerns in the Old Trafford area (postcode M16), with high levels of fly-tipping and rubbish in the alley-ways and streets of this inner city neighbourhood. The Council has often been placed at the centre of this issue, criticised by local people for not removing rubbish and keeping the street clean.

Over the last year, Trafford Council has run a successful campaign called Be Responsible, to encourage dog owners to take responsibility for cleaning up after their pets and for disposing of their waste responsibly. Building on this, and focusing on a specific geographic area, we looked at the issues in Old Trafford using the locality working principles and framework. So rather than the Council being at the centre of this problem, we considered who else has a role to play – Ward Councillors, housing providers, community groups, faith groups and of course residents themselves, as well as the Council. By bringing everyone together, as equal assets, we were able to have a more constructive conversation and agree a plan that more effectively utilised all the resources that were going into this issue, as a single project, rather than by people/organisations working independently, duplicating effort and blaming each other.

The Locality Partnership supported the project by setting up a small grants scheme, offering up to £300 to residents who wanted to improve their local environment. It was very simple to apply, and payments were made to individuals (not just constituted groups). We funded 16 projects, which immediately began to deliver fantastic results. Neighbours came together, cleaning and maintaining their back alleys, placing plants and benches there, enabling children to play and people to meet. One project has put art in the alleyway, and is holding art classes for children there <https://thebackgallery.wordpress.com/about-2/> . Another project has attracted the attention of Keep Britain Tidy, who has met with the residents, Council and Councillors to discuss trialling a project prior to national roll-out.

4.8 Locality Partnerships and Enabling Groups

4.9 Since being established in 2013, the Locality Partnerships have changed considerably. Membership has changed and expanded, following the well-attended stakeholder events in summer, with the meetings now open and inclusive to everyone who is actively improving their locality. The format has shifted, from formal agenda to wider networking and engagement, using creative techniques to connect partners with communities and develop new projects, harnessing their collective passion, assets and resources.

4.10 To drive forward locality working we have established four *Enabling Groups*. With a core membership of six, retaining the principle of split between Community, Agency and Councillor, these groups are responsible for:

- Leading engagement - through the Locality Partnership events and other engagement activity.
- Monitoring the projects – supporting and challenging delivery,
- Communicating success – by increasing media / social media presence
- Connecting Localities – to the Trafford Partnership, public sector organisations and residents and communities

The leads for locality working projects will also be invited to attend the group meetings.

4.11 Be Bold... Be the Difference

4.12 The campaign continues to be promoted www.traffordpartnership.org/bebold . The Partnerships and Communities Team are acting as the focal point for collecting stories and case-studies of how local people have responded to this campaign and become more active in their community. The website visits are tracked, queries responded to and successes showcased. Community Builders from all organisations are being encouraged to collate and send through their examples. The campaign will be expanded in the coming months with new case-studies and an enhanced social media campaign (see Appendix 2a and b).

Be Bold Case Study – Sale Art Trail

Anna Chopping and Zoe Taylor have children at the same school, and while waiting to collect their children, created the idea for a family arts trail around Sale town centre over the school holidays. And so they did it! They painted hundreds of animal footprints, and got local businesses involved to support them. It was a huge success. They estimate 1500 people took part, bringing families together; improving health and wellbeing, and increasing spend in the town centre. <http://twobytwohurrah.co.uk/portfolio/animal-footprint-safari-trail/>

They have now set up Two By Two Hurrah social enterprise, and their next project is to create a Sale town centre zoo, with fibre-glass life size animals across the town centre. The Locality Partnership is supporting the project, with the Council, housing and schools offering resources, as well as connecting them with private businesses to maximise Social Value contributions and local businesses in the Town Centre Partnership. This is a great example of how something has gone from a Be Bold idea to a Locality Working project.

The Sale Art Trail was one of 34 projects funded by the Locality Partnership through its Make Sale Smile micro-grants scheme. Grants of up to £500 were offered to residents and community groups for any projects that brought neighbours together, with a very simple application process and payments able to be made to individuals. From street parties and community planting schemes to arts projects, coffee mornings and even an archaeological dig, we have seen how a small amount of money has helped local people see their ideas and visions for their area become reality, showcasing the asset based community development approach underpinning our locality working programme. Before the funding was allocated, all the applicants were invited to a networking event. One applicant, Lucy Harvey, said: “I was able to talk to local residents who had really interesting and diverse approaches to making Sale smile. As an artist from Sale it was amazing to discover just how many people shared our enthusiasm to create events and projects to enrich the community and we made some excellent connections”.

4.13 In addition to enabling individual action, residents are being directed towards local neighbourhood partnerships and community groups, for support and collaboration. As such we are seeing a shift in our neighbourhood partnerships to become more resident-led, networking and creative spaces for groups of positive, enthusiastic residents to come together (with less emphasis on public services).

4.14 Community Builder Teams and Training

4.15 Front-line staff from all agencies and Councillors will have a key role in this campaign, acting as ‘Community Builders’, on the ground enabling residents to take action by signposting and connecting them to other local people and supporting services.

4.16 To ensure they have a consistent message, understand each other’s role, have a grasp on community assets, can identify where support and connections can be made, and have a culture of working together with the community, needs a coordinated training package. In addition there is a need to inspire, develop, train and support staff in locality working, appreciative enquiry techniques and making asset based community building real through the community building role. There is a Community Builder page on the website <http://www.traffordpartnership.org/BeBoldCampaign/CommunityBuilders.aspx>

4.17 In June and July 2015, Forever Manchester was commissioned to deliver three one-day workshops, which were attended by 200 front-line staff, managers and councillors. The

training was very interactive, developing understanding of how to unlock the strengths within communities, providing practical tools for mapping assets in communities and emphasizing the role front line service providers can play. All participants are able to access an online ABCD tool kit for on-going support.

- 4.18 The feedback was extremely positive, and therefore we have further commissioned Forever Manchester to roll-out further training in 2016. There are two one-day sessions of Community Builder training for front-line staff and managers and councillors in April and July 2016:
- 9.30am-4.00pm, Thursday, 28 April 2016 at Flixton House. To register please use this link <https://www.eventbrite.co.uk/e/community-builder-training-tickets-20731559653>
 - 9:30am-4.00pm, Thursday 7th July at Sale Waterside. To register please use this link <https://www.eventbrite.co.uk/e/community-builder-training-tickets-20731597767>
- 4.19 Since the first round of training, we have set up four locality community builder virtual teams; small groups of officers from different agencies that are passionate about improving their area, working with others, have loads of ideas and want to do stuff. We are providing additional training and support for these teams at the end of February.
- 4.20 Finally, residents and community groups obviously have a huge part to play in building strong communities, and whilst our training so far has focused on the role of staff, we have recognised the need to support local people to connect their community and encourage local action (we're calling them Community Connectors). We are planning four training sessions, one in each locality and at different times of the day, which people from any area can attend. We will be promoting these events shortly through our communities officers and Thrive Trafford.

5.0 The Trafford Partnership in action - Public Service Reform

- 5.1 The Trafford Partnership sets the culture and creates the environment for collaboration between organisations, across sectors and with communities. For some years we have worked together innovatively and efficiently, delivering dynamic projects and improving outcomes for local people, leading the way across Greater Manchester and nationally. Trafford has been doing 'Public Service Reform'; collaborating, co-locating and co-producing services long before the terminology was created. Having this strong culture and leadership of partnership working puts Trafford in a very strong position to take a lead role in driving Greater Manchester's approach to Public Service Reform, as it's through projects and practical delivery that we see the strength, value and impact of the Trafford Partnership.

Specialist Mental Health Practitioner Pilot

A new delivery model has been piloted in Trafford since April 2014 between the Police at the Trafford Division within Greater Manchester Police (GMP) and local Health Services. The principal element of the pilot has been the introduction of a Specialist Mental Health Practitioner from Greater Manchester West Mental Health NHS Foundation Trust (GMW), to operate within the Integrated Safer Communities Team, physically co-located on the Trafford Division at Stretford Police Station. The role of the Specialist Mental Health Practitioner is to work alongside Trafford Division Police and Trafford Council staff to triage emerging risk cases and to engage with individuals who are presenting demands on services, supporting the development of a multi-agency plan of care and / or intervention. This is an innovative multi-agency model, with a focus on personal, face-to-face interaction, relationship building, problem solving and early intervention.

The project has been very successful, achieving substantial reduction in demand on not just the police but other public services including North West Ambulance Service and other health services, achieving savings estimated to be £150,000 per year. Co-locating officers enables practical brokerage between agencies and improvements to information sharing. This is replicated at a strategic leadership level, where relationships have improved leading to new projects. Above and beyond all the measurable outcomes and metrics, at the heart of the pilot has been an overriding sense that the new way of working could produce better outcomes for service users, meaning more appropriate and collaborative decision making, and a tailored, problem solving approach centred on the individual. Service users who have been asked about their experiences reflect that the new way of working introduces a personal relationship that benefits them, providing a means to interact, be listened to, and begin a supported journey that provides stability and ultimately leads towards recovery.

On 2nd March 2016 this project won a Gold Award at the national Improvement & Efficiency Social Enterprise (iESE) awards, which showcases the best examples of transformation and improvement from councils, police, fire services and public partnerships from across the UK, further evidence that Trafford leads the way in innovation through partnership working.

- 5.2 The Greater Manchester Public Service Reform Programme has a number of themes developing new delivery models to improve outcomes for individuals and families who place the greatest demand on public services:
- 'Early Years'
 - 'Troubled Families'
 - 'Work & Skills'
 - 'Justice & Rehabilitation'
 - 'Health & Social Care'
- 5.3 Within Trafford, and across GM, significant progress has been made to improve integration and coordination of services, however it was recognised that many individuals and families do not fit neatly into these work streams and exhibited behaviours and needs that meant they required interventions to address a multiplicity of issues simultaneously; for example, requiring help to address addiction or mental health problems prior to being in a position to address offending behaviour, improve their parenting or embark upon a journey back into work. In addition, programmes of work demonstrating principles of Public Service Reform and engaging high demand or complex groups of people have developed outside the original PSR work streams. These include Phoenix (addressing Child Sexual Exploitation), Challenger (Serious and Organised Crime) and partnership interventions to tackle Domestic Abuse.
- 5.4 The creation of the concept of *complex dependency* was therefore necessary to advance Public Service Reform and give greater momentum and clarity to the strategic ambition to re- design public services, to drive forward effective information sharing, joint assessment and integration and coordination of interventions. The purpose of this was to improve outcomes for and reduce dependency of individuals and families but also, importantly, to maximise opportunities to remove waste and duplication of effort within public service organisations and across organisational boundaries.
- 5.5 Complex dependency involves scaling up the existing Public Service Reform ways of working that are now demonstrating evidence of success, to broader and deeper cohorts, and with a sharper focus on employment. Trafford and its partners have a good understanding of which families and individuals face issues of complex dependency, and which would benefit from an integrated, more intensive support offer. We can define and identify benefit from early intervention to prevent future dependency.

Additionally all boroughs have committed to a common set of characteristics for Complex Dependency delivery models. These are captured under the GM ‘Spine’ which has been endorsed by AGMA Wider Leadership Team.

The GM Spine

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AUTHORITIES

- **GM Spine:**
 - **Taking a lead worker approach** – from a range of partner organisations, with an agreed set of skills and behaviours
 - **Single front door** – identification, assessment and triage processes
 - **Integrated place based model** – integrated service offer within localities, with a clear community based offer to help sustain change and make the most of the assets within a place
 - **Evidenced based interventions** – supported by a commissioning framework that will allow front line workers to access services with the best evidence of achieving outcomes
 - **Evaluation framework** – outcomes framework that will capture the outcomes that matter to all partners
 - **An Employment Focus** - employment and skills will be a central focus of the delivery model, aligned to existing local skills provision
- Some elements of the spine have **both GM and local strands** (such as cohort identification)
 - GM led elements will be delivered through existing governance or task and finish groups (e.g. the CD analyst working group or the GM Technical Advisory Group)
- Other elements **will be delivered locally** but based on GM standards (e.g. the single front door)

- 5.6 There are a number of local drivers to implementing a Trafford approach to tackling Complex Dependency:
- The Working Well pilot is transforming the lives of those who have not been able to find sustainable employment, and is forecast to support 850 individuals in Trafford.
 - Stronger Families, which has used an effective whole family approach to tackling issues and aligning resources, will be expanded from 360 families over the last 3 years to 1,200 over the next 5 years.
 - Trafford’s Health and Social Care Locality Plan presents the framework for an enhanced, integrated and co-commissioned health and social care offer for Trafford citizens.
 - Trafford’s new All-Age Front Door will improve access and information on social care, and the new Care Co-ordination Centre will coordinate complex care pathways on behalf of the patient. In doing so these will provide a rich source of real time intelligence, which can be used to redesign services, promote health improvements through targeted marketing and support behaviour change through the provision of a comprehensive and interactive service directory.
- 5.7 Place based integration
- 5.8 People with complex needs live in our communities. To tackle Complex Dependency effectively depends not only on co-ordinated intervention by services but on support from the Voluntary and Community sector and local residents. Furthermore, to prevent people becoming ‘complex’ requires early co-ordinated intervention in targeted neighbourhoods to prevent duplication, deliver budget savings, reduce demand and stop escalation.

GM PSR Principles

The factors that link together public services are the people who use them and the places in which they live. Public services need to be designed around people’s needs and expectations; and be relatable to personal experiences.

- *A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.*
- *An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.*
- *Behaviour change in our communities that builds independence and supports residents to be in control*
- *A place based approach that redefines services and places individuals, families, communities at the heart*
- *A stronger prioritisation of wellbeing, prevention and early intervention*
- *An evidence led understanding of risk and impact to ensure the right intervention at the right time*
- *An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.*

- 5.9 In Trafford we will do this through Locality Working, which sets out a fundamentally different way to deliver public services. No longer about organisations working alone delivering services to residents as passive recipients – *doing things to people* – we are now embracing a new way to work collaboratively and innovatively, bringing together everyone, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to work in partnership, share resources and enable new ideas to develop. We will build community resilience and improve prevention by co-producing and co-delivering with communities (Asset Based Community Development), to ensure we make full use of the physical and human assets, financial resources and community spirit that thrives within our localities.
- 5.10 This puts Trafford at a more advanced stage than others in relation to place-based integration. We have a strong relationship with our voluntary and community sector, and a clear methodology for engaging communities. Trafford’s Locality Working Programme is being noted nationally. We have had visits from Bradford, Rotherham, Stockport and Rochdale, and have presented at Greater Manchester and regional events. In November 2015 we presented Locality Working to the iNetwork conference, and in March 2016 Trafford hosted a regional event, bringing together 25 local authorities to explore asset-based approaches, at which we also presented locality working.
- 5.11 Trafford’s Integrated Partnership Governance for Public Service Reform
- 5.12 Trafford is leading the way across GM by being one of the first borough’s to bring together its PSR programmes (as listed in 5.2 above) into one Partnership governance and framework.
- 5.13 Trafford Public Service Reform Board
To lead, coordinate and oversee the strands of public service reform brought together under the complex dependency banner, we have established a Public Service Reform Board, made up of senior officers from across key partner agencies. The Board met for the first time in February 2016.
- 5.14 The vision for the board is ***to establish a ground-breaking multi-agency, community based approach to tackling and preventing issues of complex dependency for children, families and vulnerable adults across Trafford.***
- 5.15 The role of the Board is to ensure the successful delivery of an integrated Public Service Reform programme using the principles of PSR in Trafford. The Board will be

responsible for investment, decision making, strategy and risk for PSR in Trafford, and will report progress and challenges to the Trafford Partnership Board. The Board will:

- Identify and exploit opportunities for integrated working and joint restructure and reinvestment to ensure delivery of programme objectives;
- Adopt and deliver the principles of PSR in Trafford;
- Provide strategic steer and direction to the PSR programme;
- Oversee the delivery of the Working Well, Complex Dependency, Troubled Families, Transforming Justice and Rehabilitation and Health and Social Care Integration programmes and further PSR programmes in development such as Co-Commissioning the new Work Programme;
- Nominate named lead individuals to oversee and contribute to the delivery of specific work-streams within the overall programme;
- Request timely and regular updates and provide challenge to ensure progress is maintained and milestones are met;
- Ensure resources are allocated to enable successful project delivery;
- Drive a set of financial and non-financial benefits and efficiencies through the programme;
- Manage any risks to programme delivery and identify lessons learnt;
- Undertake key decisions and set priorities.

5.16 Underneath the Board is an Operational Group, which will bring together operational managers across the relevant partner organisations to provide leadership and drive to the PSR programme agenda in Trafford, manage change and sustainability within organisations as we move towards an integrated approach and champion, implement and integrate the PSR principles within organisations. A Peer-Support Group will also be established, bringing together front-line staff to deal with any issues or concerns that arise from service users or key workers/ case co-ordinators when delivering packages of support, offer a solution focused discussion and explore new innovative approaches and share lessons learnt and good practice.

Key Decision No

Finance Officer Clearance *JLF*

Legal Officer Clearance *NB*

CORPORATE DIRECTOR'S SIGNATURE



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.