

TRAFFORD COUNCIL

Report to: Executive
Date: 21.03.2016
Report for: Decision
Report of: Executive Member for Adult Social Services and Community Wellbeing

Report Title

Trafford Plan 2016 - 2021

Summary

A Trafford locality plan has been in development since June 2015 through a comprehensive process of consultation and refinement.
In order to respond to the final responses gathered through that consultation it is currently in editorial production and design.
The final version will be circulated to Executive in advance of the forthcoming meeting, and presented for endorsement.

Recommendation(s)

That the Executive do receive and adopt the Trafford Plan, 2016 – 2021.

Contact person for access to background papers and further information:

Name: Jill Colbert
Extension: x1901

Background Papers: *None*

Implications:

Relationship to Policy Framework/Corporate Priorities	The Trafford Plan is a key component of Greater Manchester devolution to which Trafford Council is a signatory.
Financial	The plan outlines how health and social care budgets for Trafford will be invested over the next 5 years.
Legal Implications:	None
Equality/Diversity Implications	Equality and diversity ambitions have been addressed in the plan.
Sustainability Implications	The sustainability of the health and social care economy is addressed in the plan.
Resource Implications e.g. Staffing / ICT / Assets	The use of Trafford assets is addressed in the plan.
Risk Management Implications	Fully addressed in the plan.
Health & Wellbeing Implications	Fully addressed in the plan.
Health and Safety Implications	Not applicable

1.0 Background

In June of 2015 Trafford Local Authority and CCG were requested to develop a 'locality plan' as part of the Greater Manchester devolution programme. An initial draft plan was developed in response to that request which has been subsequently subject to very significant consultation, refinement and scrutiny. Each local area in Greater Manchester has to submit a full plan to ensure that it provides the assurance that the challenges and opportunities presented by devolution are addressed.

The purpose of the plan therefore is to describe how the local authority, the CCG, and all of the partners and stakeholders across Trafford, will deliver health and social care outcomes for Trafford residents in coming years, through integrated service delivery and integrated commissioning. It contributes to the overall Greater Manchester approach to devolution, which is to 'take charge' of our health and social care system and its' resources, and to 'take charge' of our own health and care, to ensure good outcomes for all residents.

2.0 The Trafford Plan 2016 – 2021

The plan has been developed to respond to the opportunity the Greater Manchester devolution presents to have far greater control over the way in which the health and social care system is run. For Trafford the financial modelling shows that by 2020/21 we will have a funding gap of approximately £111 million, with the Greater Manchester gap being closer to £2 billion for these services. That gap will not close without significant reform of existing ways of working and by achieving a reduction in demand for high cost services.

As the population needs change and grow (for example a continuing rise in the elderly population with complex health needs), the current level of investment in services will be subject to increasing pressure, and the reduction in resources forecast over the coming years becomes all the more untenable. The plan tries to explain how that will be managed by reducing duplication, supporting more self-care and giving better access to early help and primary care services.

The plan is a 5 year plan and sets out the ambition for change for 2021, and is broken down into sections to address; the health and wellbeing of Trafford residents, locality working, principles for change, health and social care integration and our measures of success.

The plan does not contain all of the technical appendices to explain how some of the activity and finance calculations have been arrived at; that will be made available through a dedicated website where it will be housed as appendices, along with other relevant documents.

3.0 The ambition for reform through the Trafford Care Coordination Centre

The plan explains how the health and social care system will be reformed by the Trafford Care Coordination Centre, a first of its kind service that will take charge of navigating and co-ordinating patients around the health system, locking them into services to support them to stay well at home and preventing them from falling through false gaps created historically between services.

The centre is supported by clinical staff who will help to understand resident and patients' needs and will provide advice and information to ensure appropriate services are delivered at the right time. Referrals to hospitals and other community services will be managed through the centre and, as a result, wasted appointments and missed opportunities for better care will be addressed. Across Trafford, GPs and our Integrated All Age Health and Social Care teams will be hooked up through the electronic system to share information and join up decision making and planning.

The benefits from the centre, which went live for referral management in January 2016, are being recorded and analysed and are already showing obvious improvement and reduced waste in the system.

Other Options

Option 1: Do Nothing

Trafford Council are fully committed to the Greater Manchester Devolution Memorandum of Understanding and the associated agreements that accompany that. There is no opt out to devolution and having a five year plan for Trafford ('the place') is an essential component of evidencing how we will meet the needs of our population whilst delivering a financially sustainable economy. The plan will also enable the Greater Manchester Joint Commissioning Board to understand our financial position and support any applications we might make to the Transformation Funding over the next five years.

To not have any plan at all would be extremely damaging reputationally and economically.

Option 2: A finance only plan

There is an argument to suggest a finance only plan could be developed. That would detail the cost and future cost of services in Trafford and how those costs would be arrived at. It would not capture however, the considerable amount of value derived from partnership, from locality working, from smarter, integrated commissioning and so on. That option was therefore discounted as unrepresentative of the Trafford ambition which is to deliver transformative change through doing things differently.

Consultation

Since its original development The Trafford Plan 2016 – 2021 has been presented to a range of Boards and audiences, including the Health and Wellbeing Board, the Trafford CCG Governing Body, the Strategic Housing Partnership, the Trafford Safeguarding Children Board, the Integrated Care Redesign Board and a range of partnership consultation meetings specifically designed to capture feedback. Feedback has also been received electronically through on-line submissions.

Additionally two bespoke partnership workshops were held at the start of the process at which over 60 people engaged. The initial draft was circulated electronically to all organisations within the Trafford Partnership and feedback has been received by email and through on-line submissions as a result.

Reasons for Recommendation

The plan has been subject to numerous revisions and has been greatly enhanced by the feedback received. The final draft has been designed to include that feedback by presenting a visually engaging, easy to digest and straightforward document that will be available on line along with our Joint Strategic Needs Assessment and other documents.

Key Decision (as defined in the Constitution): Yes

If Key Decision, has 28-day notice been given? Yes

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



[CORPORATE] DIRECTOR'S SIGNATURE (electronic)

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

Introduction

Trafford Council is committed to achieving equality in both service delivery and employment. The Council has made a commitment to work through the three levels of the Equality Framework for Local Government, demonstrating cumulative good practice to achieve equality of outcomes in relation to the six equality 'strands':

Age, Disability, Gender, Gender Identity, Race, Religion and Belief, Sexual Orientation

A key requirement of the Equality Framework at Level 1, (a Developing Council), is the implementation of Equality Impact Assessments. This will help the Council to meet the requirements of various pieces of equality legislation. The Council must ensure that all sections of the community receive services appropriate to their needs, and that no-one is adversely affected in the way we deliver services. An impact assessment will help to determine whether a service or policy is failing to meet the needs of specific groups or has discriminatory outcomes.

What is an Equality Impact Assessment (EIA)?

An Equality Impact Assessment is a thorough and systematic assessment of how functions, policies and procedures, strategies etc; impact on people covered by the different equality strands. The primary function of the equality impact assessment should be to determine whether the impact of any developments is or is likely to be negative or adverse and the extent of this impact, so that it can be addressed.

If, as a result of the assessment, it is decided that the policy/procedure/decision has an adverse impact, the authority must consider alternative ways of acting to reduce or eliminate the impact and better achieve the promotion of equality of opportunity. The processes involved in conducting an equality impact assessment should not be an end in themselves. The aim of the assessment is the promotion of equality of opportunity. It is the **outcomes** of the equality impact assessment that are of primary concern.

There are two levels of EIA: initial and full. You need to decide what level of impact assessment is needed. The essential difference between the 2 kinds of assessment will be in the level of detail and consultation undertaken. An initial/screening assessment is mainly a desktop research exercise, while a full assessment will involve public consultation and involvement. The degree of assessment will depend on the relevance of the policy or strategy to equality and the general impact it will have on people's lives. Therefore, for larger, more significant changes to service delivery where it is known early on that there will be a large number of stakeholders affected by the changes, the lead officer will bypass the initial stage and go straight to a full EIA.

When do I undertake an EIA?

An impact assessment should begin as soon as a relevant new policy, function or procedure is considered, when policies/ procedures etc are reviewed or in line with the corporate schedule of impact assessments. It should be an integral part of policy and service development, so that equality considerations become a natural part of everything we do. EIAs should be an integral part of Service Improvement Projects, Transformation Projects and preparation of major strategies, for example, the Sustainable Community Strategy and the People Strategy.

Implications for Decision Making

When a decision maker eg the Committee or a senior officer is making a formal decision on any matter they must be made aware of the implications of their decision in relation to the Council's obligations in relation to equality. Therefore, all reports should state that an EIA has been carried out and summarise the main implications of the EIA. It may be appropriate in certain cases to append a copy of the EIA or a summary of it to the report or to set out in the report how the implications of the EIA will be met or managed.

Training is available on: www.learningpool.com/trafford

*Further guidance is available on: <http://intranet/yourtrafford/EqualityDiversity/EqualityImpactAssessments.asp>
For further advice and support, please contact: Adele Coyne, x 4605*

Sustainability Issues - Guidance for Officers Preparing Reports for Decision

There are a number of areas around sustainability and climate change which must be taken into consideration in Decisions, and in the preparation of reports recommending these decisions.

Energy Use in the Council's Own Estate

The potential effects of a decision on energy use in the council's own estate, including schools, must be considered. The council must annually report carbon emissions from council activities via National Indicator NI185, and any decision which would increase energy use in either council buildings or the fleet must be raised and discussed with the council's Sustainability Manager before it is taken.

Energy use in the council's estate is also a key aspect of the 'Use of Resources' Key Line of Enquiry under the Comprehensive Area Assessment, an area where the council needs to improve.

Carbon Emissions in Trafford Borough

Trafford has a target of a 9.4% reduction in per capita carbon emissions by 2011 under our Local Area Agreement. Emissions are measured across three sectors: domestic homes, business and industry and road transport, and are reported via National Indicator NI186.

Any decision likely to have an impact on carbon emissions in any of these three sectors should be raised and discussed with the council's Sustainability Manager before it is taken.

Adapting to the Effects of a Changing Climate

Changes in local weather patterns resulting from global climate change will increasingly impact on council services and life in Trafford. As a result, steps need to be taken to adapt council services to take these new weather patterns such as storms, flooding and heatwaves into consideration.

Any decision which may give rise to a risk from the effects of a changing climate needs to be brought to the attention of the council's Sustainability Manager. The council has a Climate Change Adaptation Strategy (reported under National Indicator NI188) to deal with these issues, and it may need to be updated in the light of new decisions.

Biodiversity

The council has a duty to protect biodiversity in Trafford (reported under National Indicator NI197), and any decision which may have an impact on biodiversity in the borough should be brought to the attention of the Sustainability Manager before it is taken.

Risk Management Implications - Guidance for Officers Preparing Reports for Decision

This is a brief note setting out guidance for stating risk management implications in reports for Decision.

Identifying risk management implications enables members and officers to establish clear and consistent interpretation of the exposures to risk, both threat and opportunity, that the Council may face. For those who are tasked with writing and interpreting reports the following guidance may be of assistance. (More detailed risk management guidance can be found on the risk management site on the Authority's intranet).

- *When reporting on risk implications reference can be made to the Authority's risk management policy and guidance.*
- *Risks should be referred to as either having Strategic or Operational implications or a combination of both.*
- *Where significant issues form part of the report, confirmation that a risk assessment was undertaken can be referred to. If no risk assessment was undertaken then state when one is planned or why it is unnecessary to do so.*
- *Identify who is responsible for managing any relevant risks and the action taken or proposed to ensure desired outcomes.*
- *Indicate when the greatest risk is likely to occur. Not all risks occur consistently or with the same magnitude over the course of a project.*
- *State whether it is considered that controls are adequate enough to manage the risk effectively and identify where improvements can be made to achieve success.*