

## TRAFFORD COUNCIL

**Report to:** Accounts and Audit Committee  
**Date:** 22 March 2016  
**Report for:** Information  
**Report of:** Joanne Hyde, Corporate Director of Transformation & Resources

### Report Title

**Annual Governance Statement 2014/15 – update on significant governance issue : Reshaping Trafford**

### Summary

This report includes an extract from the 2014/15 Annual Governance Statement outlining one of the significant governance issues identified for further development through 2015/16 – Reshaping Trafford. It provides the Committee with an update on developments in this area and further work planned.

### Recommendation

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

### Contact person for access to background papers and further information:

Name: Sarah Maynard  
Extension: x 1222

### **Background Papers:**

2014/15 Annual Governance Statement

## **Annual Governance 2014/15 Statement – Significant Governance Issue: Reshaping Trafford**

### **1. INTRODUCTION**

- 1.1 Detailed below is an extract from the 2014/15 Annual Governance Statement in relation to one of the significant governance issues listed in the Statement i.e. Reshaping Trafford. This is followed by an update on actual progress made to date in respect of this issue.
- 1.2 The following detail (in italics) was included in sections 5.3 and 5.4 of Trafford Council's 2014/15 Annual Governance Statement:

*The Council is committed to achieving its objectives through good governance and continuous improvement. Going forward, the Council will continue to transform service delivery arrangements, to ensure the Council effectively delivers its objectives and manages its resources to meet the ongoing financial challenges being faced.*

*Detailed below are significant governance issues and a summary of the actions planned to address these in 2015/16.*

#### **2014/15 Issues and Action Planned 2015/16**

##### **1. Reshaping Trafford**

*Moving forward into 2015/16, we have several key programmes coming to fruition which are due to deliver savings or strategic change to the business. Our Joint Venture Contract programme is scheduled to 'go-live' in July 2015 with our chosen partner Amey LG. This partnership will deliver savings of approximately £2.25m in 2015/16 – whilst continuing to deliver high quality and value for money services. We are also working with the Greater Manchester Police force to review a shared Human Resources service that will benefit both organisations by sharing best practice, technology and other synergies.*

*Our key programme for 2015/16 is the review of our Children's Families and Wellbeing Directorate. This programme will need to deliver the majority of the Council's savings target for the year. Given the strategic importance of this programme, it has its own dedicated project team and a separate programme board, chaired by the Chief Executive, and consisting of senior Council staff, and individual project managers. The Board meets monthly to review progress and ensure strong governance and leadership to ensure that this programme remains on-track and will meet its planned full-year savings target.*

*Key elements of the Children Families & Wellbeing Programme Plan will include delivery of the agreed 2015/16 saving target and development of savings proposals for 2016/17 and 2017/18; design of the specification and governance arrangements to underpin Pennine Care Foundation Trust delivery of the all age delivery model from 1 Apr 2016 (including integrated commissioning arrangements); and preparation for Greater Manchester health devolution at local*

## **2014/15 Issues and Action Planned 2015/16**

*level, whilst ensuring delivery of the Greater Manchester Public Service Reform agenda (see Action 4).*

*As part of the new Early Help Model commitment has been given by the Council and Trafford Partnership to develop a Youth Trust. The vision is: "To develop, with all partners including young people and providers a nationally recognised and innovative youth trust. A body which provides all young people across Trafford access to a diverse range of opportunities and activities which meets their needs and aspirations and which supports them to maximise their full potential and make a positive contribution to their local communities and society."*

*A mapping exercise of all current provision for young people has been undertaken alongside an early help needs assessment. A partnership steering group has been set up and a project plan is under development with a view to creating a shadow Trust by September 2015 and the full legal entity by April 2016, ready to commission services from 1<sup>st</sup> April 2016. The Council will be a significant investor into the Trust and as such will be represented by individuals on the Board of Trustees.*

## **2. UPDATED POSITION (MARCH 2016)**

- 1.3 The Reshaping Trafford Council Programme continues to build on the progress which took place last year. The next stage is to further develop the organisational model to ensure sustainability of Council services. The Core Council will comprise of the following functions: strategy, commissioning, quality assurance and place shaping; and the previous provider and enabling services e.g. transactional, professional functions are then commissioned through alternative business models, some of which may still be provided by the Council.
- 1.4 During the 2015/16 period a number of projects have successfully come to fruition. On 26th March 2015 the Executive Committee selected Amey LG to manage the services for Trafford Council for a range of services across the Economic Growth, Environment and Infrastructure (EGEI) directorate that were identified as being appropriate for delivery through an alternative model. The selection was completed following a 12-month competitive tender process. The mobilisation stage began on 20th April 2015 and continued until the contract went live on 4th July 2015.
- 1.5 Following the mobilisation and transition phases of the contract, the services moved into delivery phase and key achievements are being delivered and continually monitored through the Partnership Board.
- 1.6 Supported by Trafford Council, Greater Manchester Police (GMP) has embarked on a programme to transform its HR function to provide a more streamlined, cost effective and higher quality service to meet the needs of its officers and staff. GMP and Trafford Council have completed the design phase and submitted a full business case for creating a joint HR shared service centre. This will aim to

achieve further economies of scale and yield financial savings, operational efficiencies and a collaborative way of working.

- 1.7 This project is now in the 'construct' phase, staff consultation with all parties is underway and it is planned that the service will begin operation in August 2016. A number of other organisations have expressed interest in joining, and these opportunities will continue to be explored.
- 1.8 A critical programme for Council has been within the Children's Families and Wellbeing (CFW) directorate and significant work has been undertaken in the past year.
- 1.9 The CFW programme was established in November 2014, led by the Chief Executive. Robust programme governance arrangements and a dedicated team were established from the outset to ensure delivery of savings and an objective examination and identification of service delivery efficiency opportunities.
- 1.10 Since its inception, the following has been achieved through the CFW Programme:
  - The final agreed savings target for 15/16 for CFW was £15.612m. As at January 2016, £15.959m has been delivered, which is an overachievement of £347k.
  - Trafford Council and Trafford Clinical Commissioning Group (CCG) have been jointly developing the Trafford Locality Plan in response to the GM health and social care devolution agreement. This is due to be approved on 17 March 2016 by the Health & Wellbeing Board.
  - Trafford Council and Trafford Care Coordination Centre (TCCC) are working very closely to support the TCCC to implement fully and effectively, and to also optimise through colocation and integration where most appropriate; this will support the delivery of the Locality Plan ambition, which are centred around the TCCC offer.
  - The Joint Commissioning Board is now in place, chaired by the Leader of Trafford Council. Trafford Council and Trafford CCG have now agreed upon their integrated commissioning priorities going forward; these are:
    - Learning Disability Services
    - Mental Health
    - Community Equipment
    - Better Care Fund
  - The plans to develop an all age integrated health and social care delivery model with Pennine Care have progressed to the point where a new, jointly appointed senior leadership team is in place and the S75 Partnership Agreement which underpins the new arrangements is due to be approved by the Council's Executive on 21 March 2016 and signed by the Chief Executives from Trafford Council and Pennine Care on 1 April 2016. The

design of the new service model has been developed in partnership with a range of key stakeholders, including staff, GPs, CCG and senior leaders across CFW and Pennine Trafford Division.

- New delivery models are in place for our 'early help' provision, which now operate from 3 hubs across the borough and through a framework of commissioned services.
  - The development of an 'all age front door' for social care concerns has been designed and will be implemented in 2016. This is very much dependent on multi-agency working and will have a critical role in managing demand into the social care system.
- 1.11 A proposal for Trafford Council to establish Trust Youth as a Community Interest Company was agreed by the Council Executive in February 2016 and registration documents are currently with the Regulator. The objectives of the Trust will be:
- **Commissioning:** To establish a partnership commissioning framework against which youth provision for 11-18 year olds (up to 25 years for young people with learning difficulties) will be funded.
  - **Investment:** To grow investment into youth services within Trafford, through innovative approaches to accessing funding and other resources.
  - **Collaboration and Co-operation:** To provide a network for all providers working with or on behalf of young people in Trafford in order to improve co-ordination of services, collaborative working and the development and sharing of knowledge, skills and resources. To strengthen and sustain Third Sector providers, develop volunteering and improve community resilience.
- 1.12 This milestone has followed 9 months of intensive work by a multi-agency steering under the auspices of the Trafford Partnership. To date as well as key statutory partners, 8 VCS partners have been involved, over 35 providers are involved in a provider forum and over 150 young people have been consulted.
- 1.13 A new Board of Directors has been recruited which includes independent experts in the youth sector, fundraising, education and IT, media and community work which meets for the first time in March.
- 1.14 During 2016/17, the Council will be planning the implementation of the new organisational model, as described in the Blueprint (2014) as the means to 'deliver our services in different ways with most being delivered by others rather than the Council directly'. The delivery of the new organisational model will conclude the Council's reshaping programme.