

TRAFFORD PARTNERSHIP

Report to: Trafford Partnership Strategic Boards
Date: 21st October 2016
Report for: Information
Report of: Kerry Purnell

Report Title

Update on the Trafford Public Service Reform programme

1. PSR Integrated Governance

The PSR Board and the PSR Operations Group continue to meet on a bi-monthly and monthly basis respectively. A Memorandum of Understanding is being developed to formalise commitment across the Trafford Partnership to the aims and principles of PSR and to the successful delivery of the PSR work programme.

2. Trafford's alignment of Health and Social Care Transformation with PSR

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.

As the diagram below at Appendix A demonstrates, 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 pilot. The 'fundamental foundations' for the delivery of Trafford's Locality Plan equate to the 'enabling' work streams in the PSR programme.

3. Work Stream updates

- ❖ **New Operating Models (the butterfly model):**
 - **All Age Front Door**

Work continues to shape a single access point to public service building on the MARAT model which will seek to direct the case to the most appropriate category across the spectrum of need:

- Self Help
- Early Help
- Complex Needs/specialist services
- Safeguarding/Statutory provision

4 task groups are currently mapping the Trafford 'offer' under each of these headings.

The One Trafford Response weekend confirmed thinking that the TCC has a future potential role as the Trafford hub to provide the single point of access to services.

➤ **The One Trafford Response (Perfect Weekend exercise)**

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. The hub model is shown at appendix B

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 is helping to shape thinking about the place based pilot and implementation of the Locality Plan.

Data will now be extracted from the GM Place based evaluation toolkit which was tested over the weekend and there will be a case review one month on from the weekend and a deep dive is planned for each of the 13 cases to help us ascertain longer term outcomes. A cost benefit analysis will be undertaken for some of the cases.

➤ **Place Based Integration**

As part of the GM programme for place based working Trafford has, to date, committed to developing a place based pilot by January 2017 and developing a roll out plan by April 2017. The Police 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 and the potential £150k available will have limited impact in terms of our Trafford –wide scale up of our pilot.

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. Agreement to develop an approach and proposition for place based working to be included on the Transformation fund bid was agreed at a special joint meeting of the PSR Board and Operations group held on 3rd October directly following the One Trafford Response debrief. This meeting discussed the potential design principles for our place based pilot and if and how to take forward the One Trafford Response model. It asked for an options appraisal of suggested places and cohorts.

This appraisal was then discussed by the PSR Board on October 11th. The decision was made that the Trafford place based pilot will take place in the north locality/neighbourhood covering the Old Trafford and Stretford areas. 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.

It will encompass the One Trafford response model as appropriate.

The PSR Ops Group was tasked with driving the pilot forward, firstly by deciding what exactly is in scope and identifying a steering group and other resources required.

❖ **Fundamental Foundations**

➤ **Information Governance**

- The One Trafford Response exercise has been a good platform to get Information Governance leads together, discuss joint processes and start to understand potential issues when rolling out PSR. A huge amount was required and achieved in short time frames including Privacy Impact Assessments and Notices, Information Sharing Protocols and agreement on processes for information sharing in the multi-agency hub over the OTR weekend. Not all IG leads are currently committed to engaging, offering IG support or attending IG lead meetings to resolve the various IG issues.

However it has been challenging and feedback from the OTR weekend encourages us to adopt a 'Care to Share' approach where we use information governance as an enabler not a barrier to PSR.

➤ **Communication**

Currently there is no overarching communications and marketing strategy and plan for PSR in Trafford. The Council has produced several press releases and web content in support of the OTR programme and the CCG has begun engagement on the Locality Plan, but there is no common approach across partners yet. However a Comms Plan is being developed for the Locality Plan/Transformation Fund bid and this could easily incorporate the PSR requirements so we have one plan.

➤ **Workforce Development**

Angela Beadsworth, Workforce Strategy lead for Trafford Council has led the drafting of a Trafford Workforce Strategy to deliver the Trafford Local Plan. To support this series of activities have taken place:

- Joint Organisational Development strategy developed with Pennine Care for Health Integration and a mapping of activities undertaken to support the implementation of the strategy including the implementation of tier 3 & 4 management structure with Pennine.

- mapping reform activity across Trafford connected to workforce transformation
- Partnership workshop held on 7th September

The draft Workforce Plan was submitted to GM Health & Social Care Partnership Workforce Board on 15th September.

➤ **Estates**

A Partnership Workshop was held on 14th July at which we started to share information on what organisations have in terms of estate, using mapping tools to understand what we have and the opportunities and challenges these present, both now and in the future. This is clearly connected to the place-based integration element of the PSR programme Trafford Council began 121 conversations with partner estates leads.

We now have a comprehensive map on InfoTrafford which shows the locations of the following partners' buildings:

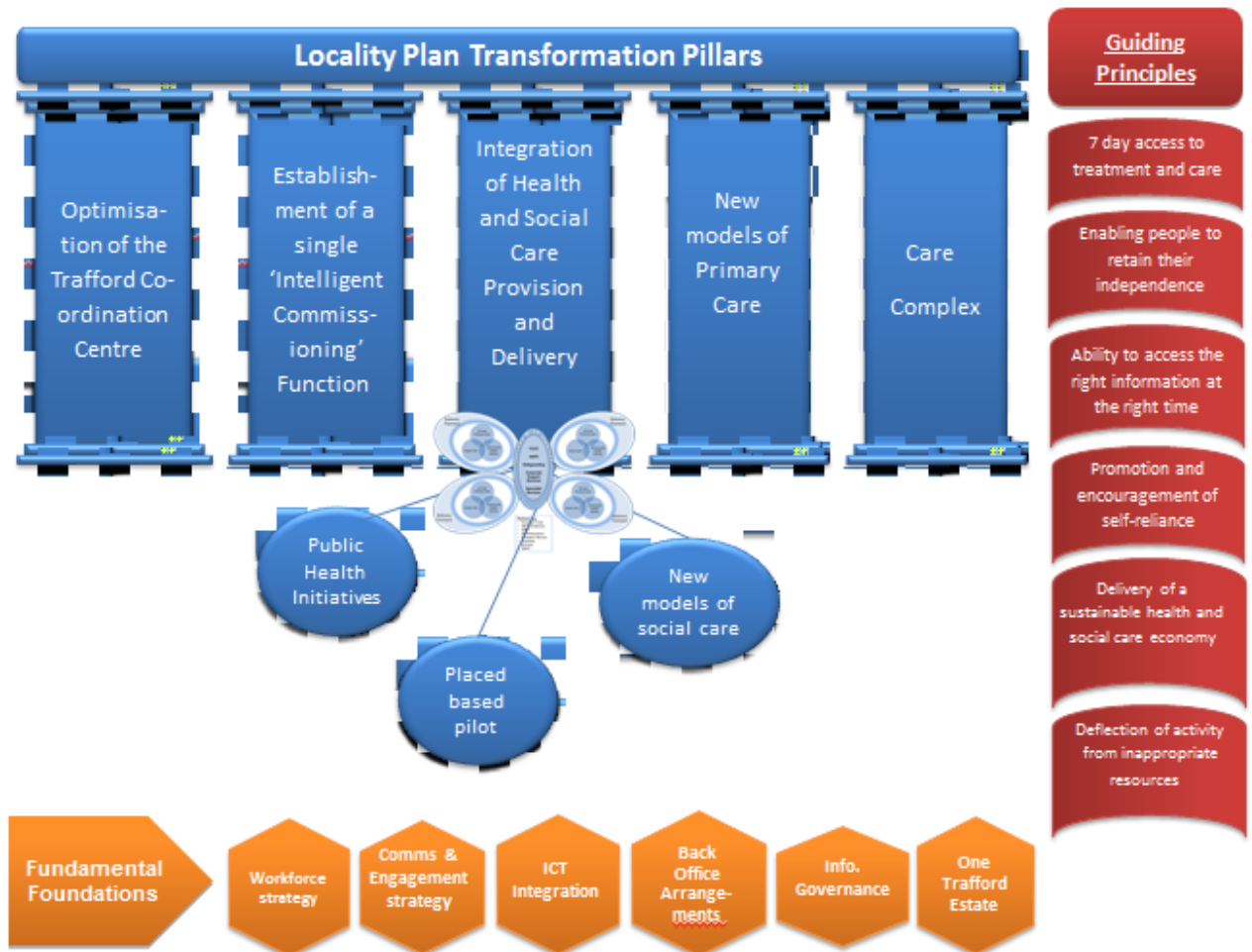
- Trafford Council
- Trafford Schools
- CCG
- Pennine Care
- Central Manchester Foundation Trust
- Greater Manchester West Mental Health Trust
- Central Government (e.g. Defra, DFT)
- DWP
- GMP
- GMFRS
- RSL housing offices (THT, Irwell Valley, Your Housing)
- National Probation Service
- CRC
- Development land at Carrington and Trafford Waters

The next tasks are to get a firm grasp of which is key/core/surplus and under pin that with more information about each location.

4. Next Steps

- PSR Operations Group to decide what is in scope for the place based pilot and to establish a steering group and a project lead.
- Seek Transformation funding to implement a cross cutting communication strategy and plan
- Receive nominations from partner agencies required to participate in the Locality Transformation Workforce group.
- Getting all IG lead officer "buy-in".

Appendix A



Appendix B- One Trafford Response model

