

TRAFFORD PARTNERSHIP

Report to: Trafford Partnership Boards
Date: 21st July 2017
Report of: Kerry Purnell, Head of Partnerships and Communities
Report for: Information

Report Title

Trafford Public Service Reform Programme – update from the PSR Board

Purpose and summary

To provide an update on work streams within Trafford's PSR programme.

Recommendation(s)

The Board note the progress of the PSR programme

Contact person for further information:

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1. Background

Trafford has an ambitious Public Service Reform Programme, covering a wide range of themes including place-based integration, health and social care integration, workforce development, information governance and estate management. The programme is governed by a PSR Board, chaired by Joanne Hyde, Corporate Director for Transformation and Resources at Trafford Council, and made up of senior leaders from public sector organisations, supported by a PSR Operational Group who lead delivery of the workstreams.

2. GM Work and Health Programme

The Greater Manchester Combined Authority have launched a new programme that brings together health and social care activity with the work and skills agenda, under a board chaired by Teresa Grant, Chief Executive of Trafford Council and Jon Rouse, Chief Officer of the Greater Manchester Health and Social Care Partnership.

There are roughly 200,000 people out of work in GM, which equates to the population of Tameside or Rochdale. 60% of these are due to ill health, which is an issue in some parts of Trafford. Keeping people in work is also a significant challenge, as GM has a large number of small and medium employers (SMEs) who do not provide the in-work health support that large employers have.

There is also very little 'early help' available, which means people wait until they have more serious health concerns, putting their employment more at risk, and when the interventions are more costly. It is not clear how many people are at risk of losing employment as data is not available, but it is clear we need a system that is responsive to people in work as well as those out of work. So for example, a priority criteria for accessing health services should be "are you at risk of losing your employment", rather than just clinical need. Employment and health need to be closer aligned, and considered together as a holistic assessment and support to individuals and families.

Kerry Purnell will be the Trafford lead for the new Work and Health Programme. A cross-partnership working group will look at Trafford-readiness and plans for implementation of an early help in-work offer.

3. Reform Investment Board and strategic assessment

A GM Investment Board has been created to pool funding coming into GM, for example in relation to troubled families, homelessness and working well, to then be distributed to localities while sharing success, best practice and learning across GM. Whilst it is agreed funds need to flow into localities promptly, and there is no desire for GMCA to become a new version of Whitehall, as GM are opting out of national financial frameworks there has to be assurance that financial resources will be allocated fairly and spent effectively.

As such as self-assessment process has been developed to enable localities to support and challenge their PSR activity, and give credibility to any investment plans they develop to access financial resources. It will also highlight good practice and common challenges across GM which can be escalated to Government. This has been aligned to the Transformation Fund process.

The self-assessment should be completed over the next three months, with some depth to it to ensure authenticity. In Trafford, each area of the assessment has been assigned a lead and the Operational Group will be completing the assessment, with initial findings reported back to the PSR Board at the next meeting on 15th August.

The self-assessment themes are (leads highlighted in bold, volunteers listed):

- The Experience of the Citizen and Community – **Sarah Lewis**, Karen Ahmed, Tara Horner, Adrian Bates
- Leadership – **Paul Savill**, Kerry Purnell
- Workforce Development – **Angela Beadsworth**, Danielle Sharples, Jenny Hunt
- Delivery Structures and Delivery Processes – **Mike Corfield**, Nidi Etim, Ian Mitchell, Sarah Moran, Tara Horner, Jenny Hunt
- Culture - **Mark McAdam**, Ian Mitchell, Adrian Bates
- Strategy – **Richard Spearing**, Eleanor Roaf, Kerry Purnell
- Reformed Investment and Funding Structures - **Paul Davies**, Jenny Hunt
- Place Based Integration – **Jenny Hunt**, Sarah Haugeberg,

Volunteers to support the assessment are welcome from any organisation.

4. One Trafford Response – emerging systems issues and leadership engagement

The One Trafford Response project is now being headed up by Jenny Hunt, Stronger Families Lead at Trafford Council, following the departure of Jim Liggett.

For the last couple of months the new team have been in the study phase, exploring in depth specific cases, and the challenges and barriers that individual faced, sometimes over many years. The cases involved many different services, large numbers of interventions, often the same ones tried numerous times, where thresholds were set to protect resource or minimise risk, and services worked within professional or functional boundaries, rather than from the customers' perspective. 5 cases were studied in depth; with the total time of the people involved was 49 years. Despite the efforts of agencies, 'Direction of Travel' for these people was continuing (3) or getting worse (2). Performance issues of the current system were identified as:

- Citizens often experience a 'one size fits all' response from services
- Citizens experience a lot of referrals and signposting
- Citizens are often required to repeatedly 'tell their story'
- Those in need often have to deal with lots of different people, including multiple case workers
- Where there is no response from citizens then their case is closed
- There are frequent repetitions of assess, refer and respond
- Responses are often repeated, even when they aren't achieving the desired effect
- Responses are pushed on to citizens
- The 'system' does not understand citizens
- The 'system' operates on fragmented information
- The understanding of citizens is via service perspectives, which are often maintained separately
- The system tends to deal with children and adults separately rather than as a family unit

From this study phase the team developed a purpose, from the citizen perspective; *Work with me to live as well as I can* and operating principles:

- Doing What Matters - Focusing on the aspirations and personal outcomes of those we work with and the essential activities to achieve these
- Measuring What We've Done - Evidencing that we are making a difference through hard and soft evaluation
- Testing, Learning and Adapting - Improving the effectiveness of the work we do and overcoming obstacles
- Recognising and Pulling in Everyone's Strengths - Maximising the collective assets of citizens, employees and the community

Information Governance is a significant challenge as Trafford is leading the way across GM through the One Trafford Response project. Other areas have not tackled the issue of information governance, so although we are the last area to trial place-based integration, we are the first to do it following information governance rules and regulations. The GM PSR team and GM Connect have recognised this, and are now supporting Trafford with the implementation of effective information governance processes, which can then be rolled out across GM. With Their support it is hoped that some of the significant challenges Trafford has faced can now be overcome.

Whilst barriers in service delivery can be worked around, it requires leadership to change systems. Issues will be tackled by the OTR Lead and where policy or process changes cannot be made immediately these will be escalated to the Operational Group and if necessary the PSR Board.

All Trafford Partnership board members are encouraged to visit and observe the team in action to recognise systems blockages and contribute to their resolution.