



Trafford Partnership

Working together for you

Trafford Public Service Reform

Strategic Assessment and GM Reform Investment Plan

January 2018

Transformation Strands

What stage are we at?

	Early	Developing	Maturing	Mature
Experience of the Citizen & Community				
Leadership				
Workforce Development				
Delivery Structures & Delivery Processes				
Culture				
Strategy				
Reformed Investment & Funding Structures				
Place Based Integration				

So what?: Challenges

- **No single Reform Governance at present**
- **Some disjoint between Health and Social Care Transformation and PSR**
- **No single Reform Strategy or Statement of Intent**
- **Is the ambition to create a single operating model for delivery of frontline services in Trafford?..to include all areas of reform (health, social care, early help, housing, policing, offender management, employment and skills..)**
- **OTR key systems issues: Crisis accommodation; Impact of Welfare Reform; access to Primary care Mental Health services**
- **Reduction in Stronger Families funding.. How to sustain model as part of place based delivery?**
- **No single front door for both early help and safeguarding**
- **How to expand multi-agency, multi disciplinary, integrated placed-based working ethos, culture and practices across all areas and services in Trafford including VCSE providers?**
- **How to ensure all workers share culture, values and standards consistently about co-design, co-production and strengths-based delivery- What it means to be a public servant in Trafford...?**
- **How to improve communication about the Reform programme across the Partnership?**

So what?: Challenges cont'd

- How to better connect people to people through increased community capacity?...to reduce demand on public service eg role of community connectors
- Leaders need to be more engaged in unblocking systems conditions
- How to ensure strategic commitment to reform filters down through middle management?
- How to equip our frontline supervisors to manage multi-disciplinary teams in a place/... and need to identify who these team leaders are in Trafford
- How to increase investment in preventative services?
- How to make more effective use of cost benefit analysis?
- No single business intelligence function for Trafford
- How to ensure co-location for integrated working wherever possible?- estates challenge
- How to develop a consistent approach to induction and training in Trafford for our place based workers?
- Early intervention/Early Help no universally understood definition
- How to ensure Reform programme is understood as part of Vision 2031?
- How to achieve pooled budget arrangements?
- How to make best use of technology?

Reform Action Plan Headlines

Theme	Intentions
Strategy	Develop a single Reform Strategy or Statement of Intent linked to Vision 2031
Governance	Review current arrangements. Create one Strategic Reform Board to align Health and Social Care transformation and wider PSR agendas
A Single Framework for 'The Way we Work in Trafford'	For the way we deliver frontline services. Development of a safeguarding and early help front door; Early Help model and integrated place based delivery across the spectrum of need on our 4 locality/NH footprint to include health and social care, offender management; Employment & skills services etc
Co-location of key staff and services	Defining the estates challenge to ensure key staff and services are co-located on a locality or sub-locality footprint wherever possible
Embedding Troubled Families approaches	Key workers, co-location, peer support etc. How to fund and use the skills in the Stronger Families team to help embed practice whilst also meeting TF national targets for 2018-19

Reform Action Plan Suggestions?

Theme	Intentions
Workforce Development and Leadership at all levels	Adopting shared values, attitudes, behaviours across workforce. Development of generic induction programme for all Trafford staff. Min. requirements for Mandatory training. Development offer in key practices to support staff working in core place-based delivery. Development of Trafford Leadership prog to improve lines of comms across/within organisations, systems leadership, leadership in a m-a place based teams
Critical Systems Blockages	Identified through OTR- homelessness & access to crisis accommodation; streamlining our offer to residents and raising skills and knowledge to navigate the benefits system; quicker access to mental health services through community wellbeing provision and primary care in each locality.

Reform Action Plan Suggestions?

Theme	Intentions
Building Community Capacity/ Capacity of Universal services	Develop a strategic vision, adopt principles for any community connector/navigator projects. Develop model and pilot different approaches. Empower/upskill place-based workers to know community offer and work with VCSE providers to build capacity to identify and reduce demand GMFRS Community Risk programme refresh and expansion?
Comms and Marketing	To develop and deliver a Marketing strategy and plan to support the Reform Strategy and AP
Business Intelligence, Evaluation, Financial Analysis, Pooled budgets and Technology	To progress towards single budget arrangements? To create a single business intelligence function across Trafford Partnership; To review and increase cba and financial modelling capacity to support the Reform Programme To maximise the use of technology to support the Reform programme

GM Reform Ask

- **Strategic Self-Assessment process** = increase the speed and scale of reform & integration locally- submitted our headlines
- **Reform Investment Plan-** clarified just before Xmas that the £1.4m funding is to embed the Stronger Families model in our wider Reform prog. Especially place based and early help models

Trafford Reform Investment Plan

1. Whole System Redesign

- a redesign of frontline service delivery (The Trafford Way)
- incorporate and embed the methods and ethos of our Stronger Families approach
- delivered in the place and at scale across the whole borough and all partners.
- Build on the foundations laid through our One Trafford Response (OTR) programme, (to roll OTR out at scale is less about creating new and separate teams, but about achieving a whole system, whole scale cultural change)

2. Workforce and Leadership Development

- a comprehensive workforce and leadership development programme to offer training, shadowing and upskilling opportunities to the existing Trafford workforce (circa 5000).
- equip staff from all agencies, including the VCSE, to provide whole family holistic case management at the earliest point in a service user's journey.
- provide a set of common values and understanding of Trafford the place and its 4 localities as part of a generic induction programme.
- ensure there are consistent standards for mandatory training such as Safeguarding and Domestic Abuse.
- equip leaders to manage in place, including systems leadership and matrix management.

Trafford Reform Investment Plan

3. Early Help Model and Place-Based Working

- expansion of our All Age Front Door to include early help referrals;
- expansion of our Early Help Panels;
- phased roll-out of our integrated place-based/neighbourhood working (OTR), firstly to the whole of the north locality and then the other 3 localities.

4. Community Navigators

- to de-escalate the families we work with
- to better harness our strong and vibrant VCSE
- ensure all frontline staff at all levels know ‘place’ and recognise the assets in families, neighbourhoods and communities.
- recruitment and training of volunteer “Community Navigators”, to help families access VCSE or universal services before they require targeted intervention.
- support professional keyworkers to help their clients better connect with their community, increase resilience and stabilise their situations.

Trafford Reform Investment Plan

5. Comms/Marketing

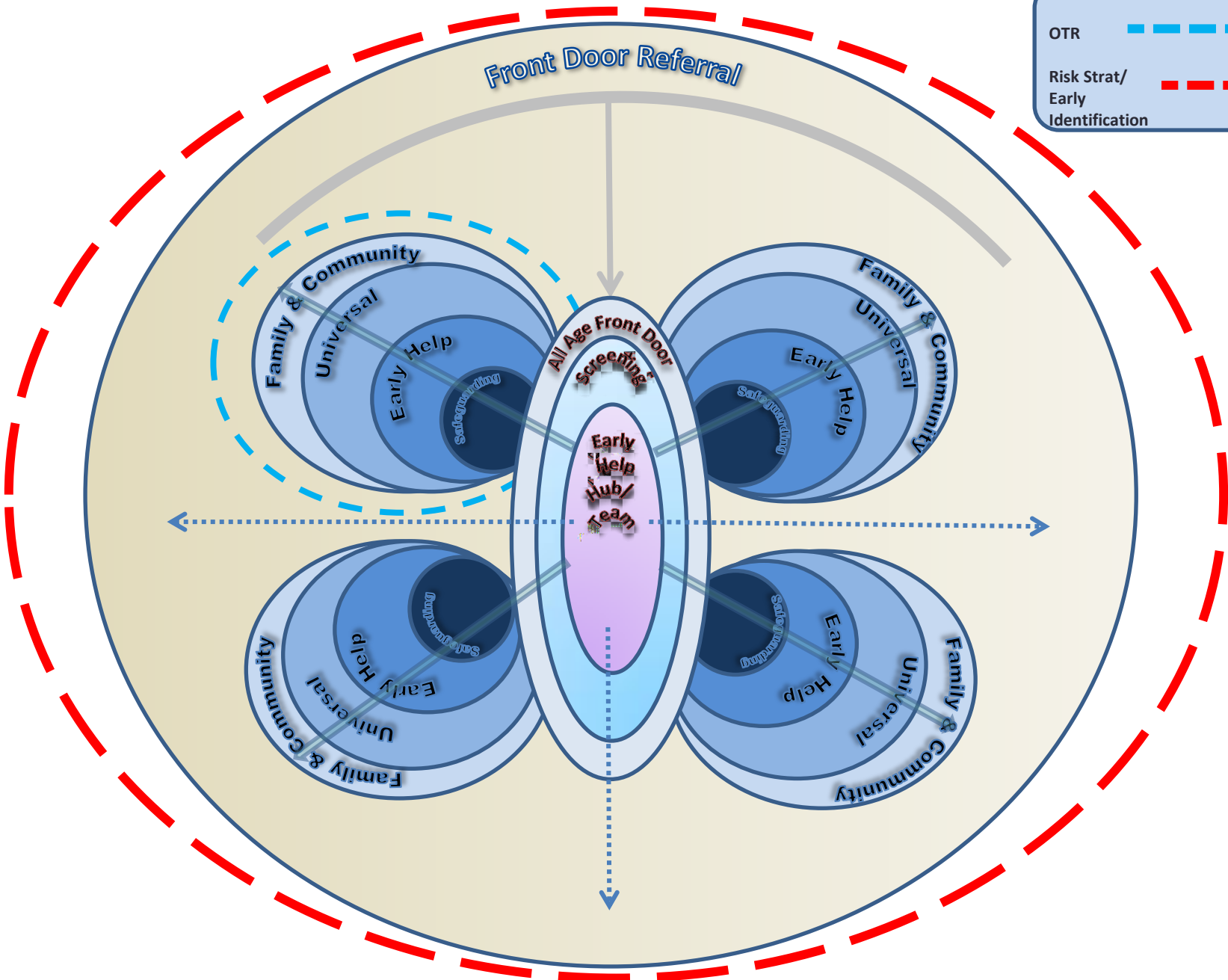
- a whole system and workforce/cultural shift requires a well-constructed and resourced Communications and Marketing Strategy and action plan for staff, referrers, service users and the public.
- increase and dedicate capacity in Comms and Marketing, on behalf of the whole Partnership, to our Reform programme.

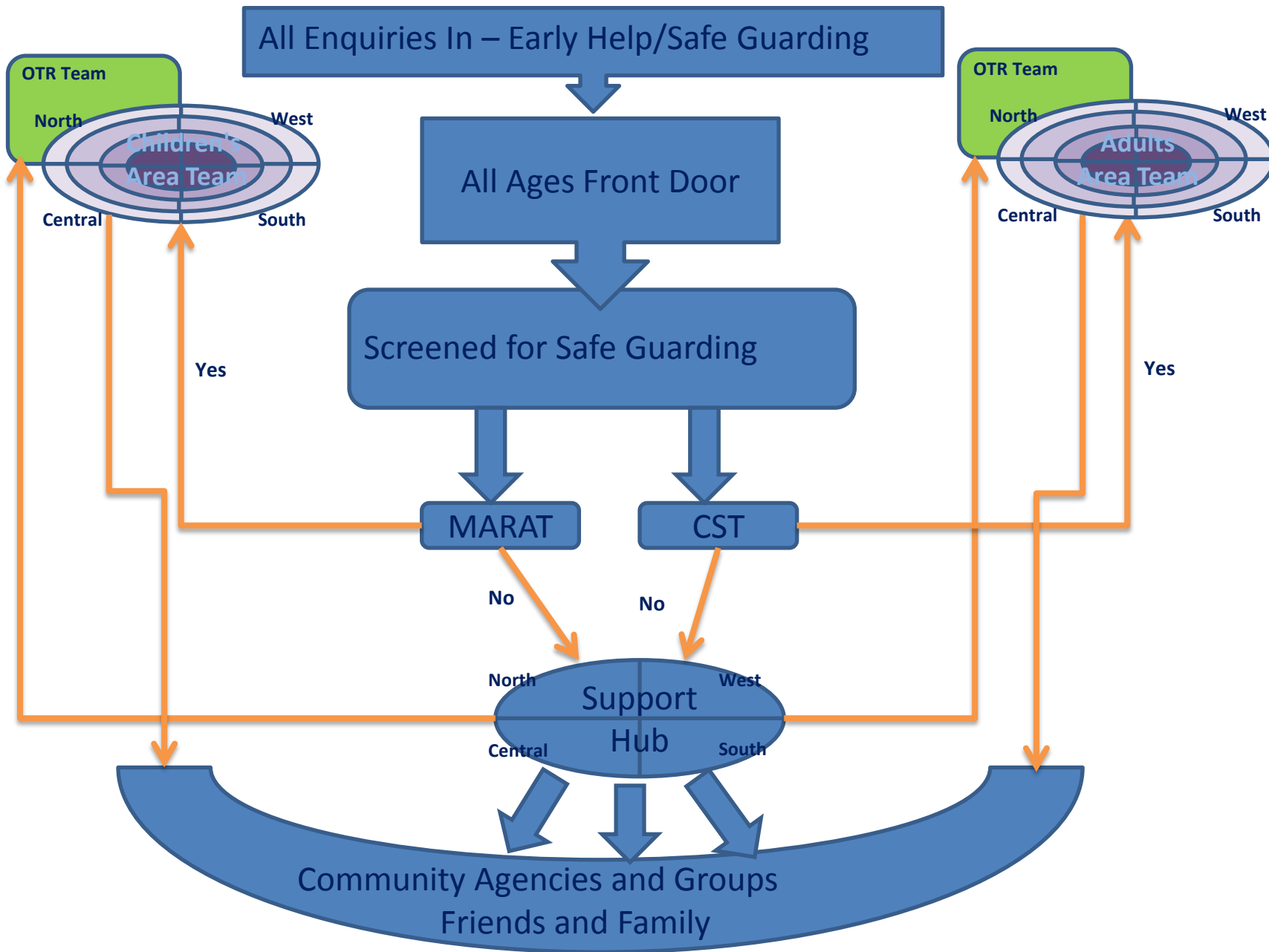
6. Estates/ Agile Working

- 'One Trafford Estate' – our approach to gain knowledge and intelligence of all public sector owned assets. We have secured One Public Estate 6 funding to undertake a neighbourhood asset review across each of our 4 neighbourhoods.
- ambition is to co-locate as many of our Early Help keyworkers as possible & to be able to offer a range of accessible spaces in our communities where staff can see service-users. We do not have enough appropriate spaces for staff to have quiet conversations, where staff can also access the wifi networks needed to be agile workers. Need to invest in some adaptation of some spaces across our estate.
- intend to equip all Council employed staff in the place base teams with tablets and provide a bank of tablets for Partner staff.

Key:

- OTR -----
- Risk Strat/
Early
Identification -----





Key:

OTR 

•All Enquiries In – Early Help/Safeguarding

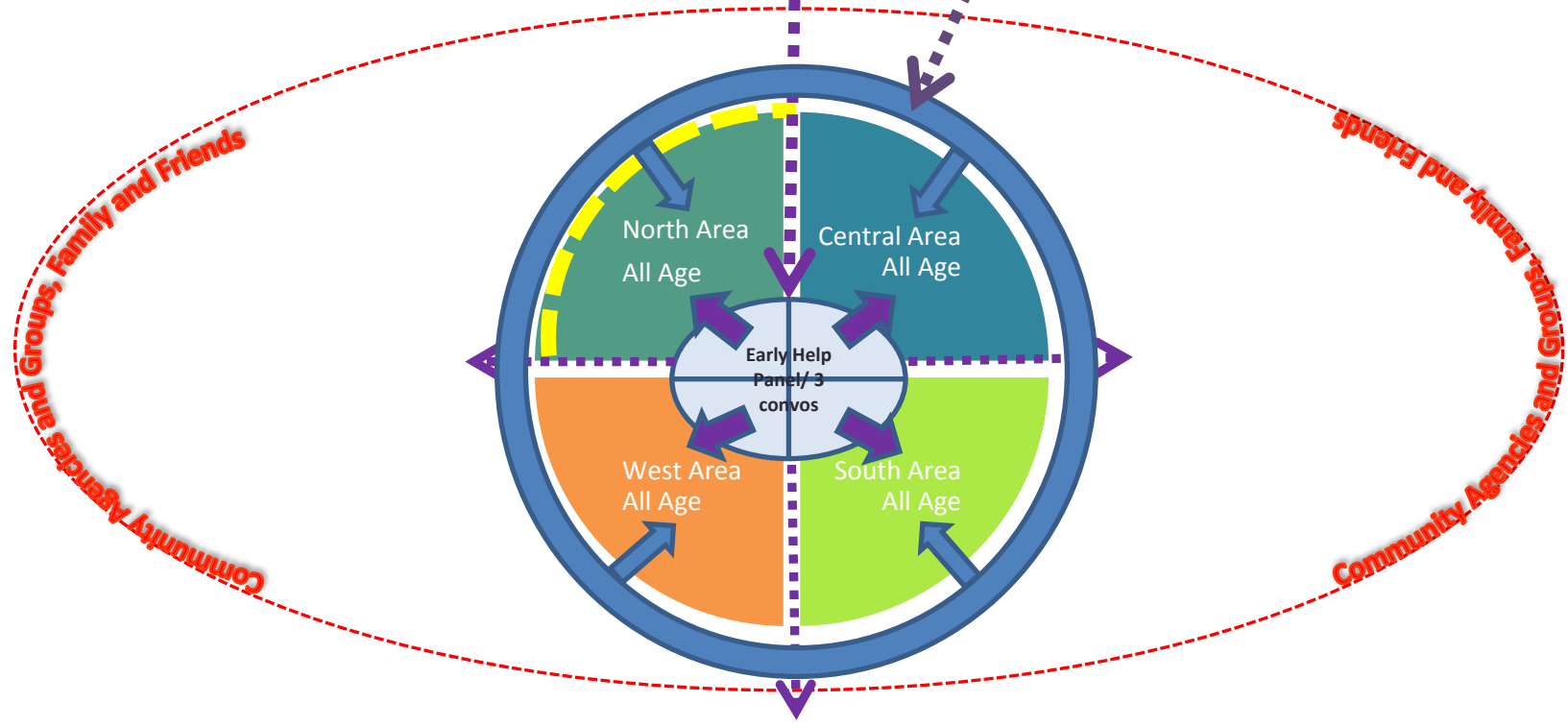
All Age Front Door

Safeguarding Screening

Early Help Team Leader

No

Yes



Trafford Reform Investment Plan- Financial summary

Theme	RIF	Reserve	LWIP/PBI	OPE	Trafford P'ship	Total
All Age Front Door Early Help Team Leader	25,212		24,000			49,212
Stronger Families Service Mgt & Change Champion	29,000					29,000
OTR Team Leader	49,212					49,212
Early Help Team Leader		49,212				49,212
Place Based & Complex Dependency Reform Programme Management	61,500		41,000			102,500
Business Support and Evaluation in OTR Pilot	32,565					32,565
Performance & Data Mgt		38,725				38,725
Trafford Way' Integration Champions OTR	80,834					80,834
Early Help Intervention Workers		121,251				121,251
Customer Service Advisor for the All Age Front Door- Safeguarding and Early Help Screening role	16,000					16,000
Workforce and Leadership Development	100,000		15,000			115,000
Building Community Capacity Community Navigator Project	40,000				40,000	80,000
Estates / Agile Working	100,269			85,000		185,269
Comm's and Marketing Capacity	55,000					55,000
Total for Year 1	589,592	209,188	80,000	85,000	40,000	1,003,780

Theme	RIF Yr 1	RIF Yr 2	RIF Yr 3	Total RIF
RIF Allocations as Summary Table Above	589,592	-	-	589,592
Comms and Marketing Capacity	-	55,000	-	55,000
Workforce Development	-	82,708	76,000	158,708
Customer Service Advisor for the All Age Front Door- Safeguarding and Early Help Screening role	-	32,500	-	32,500
Place Based & Complex Dependency Reform Programme Management	-	83,000	-	83,000
OTR Team Leaders (x 4 Neighbourhoods)	-	198,000	-	198,000
Trafford Way Integration Champions	-	123,000	-	123,000
Business Support and Evaluation in Front Door and OTR Pilot	-	36,000	36,000	72,000
Building Community Capacity Community Navigator Project	-	25,000	25,000	50,000
Total for Years 2 and 3	589,592	635,208	137,000	1,361,800

Trafford Reform Investment Plan- Next Steps

- **Approval of outline Plan by PSR Board**
- **Taking to Council Corporate Leadership Team**
- **Other Partners may wish to share with their Leadership teams**
- **Resubmit our final Plan to GM Friday 26th Jan**
- **Outline to HWBB and the TP Executive Board 2nd Feb**
- **Composite report from all 10 to GM Reform Panel 6th Feb**
- **Reform Board for approval in March and GMCA 29th March**
- **Funding released**
- **We don't intend to wait to start implementing our plan**

Trafford Wider Reform Action Plan - Next Steps

- **Convene partnership Workforce Development Group**
- **Convene partnership working group to look at wider Reform Plan**
- **Working Group to:**
 - **Work on statements of intent**
 - **Review Reform Governance structures**
 - **Map Vision 2031 and Health and Social Care Transformation activity against Reform Action Plan headlines**
 - **Identify existing resource commitments and any further resources required to deliver the Reform Action Plan**