

TRAFFORD COUNCIL

Report to: Health & Well-Being Board
Date: 22nd September 2015
Report for: Information/Action
Report of: Kerry Purnell, Head of Communities & Partnerships,
Trafford Council

Report Title

HWBB and the proposals for the Principles, Structures and Processes of the Trafford Partnership

Purpose and Summary

This report, based on one which went to the Partnership Executive on 17th September, provides an update on review of the Trafford Partnership and the latest proposals which are being considered by the Partnership Executive. It asks the Health and Well Being Board to consider how these proposals connect with the wider review of the Board.

Recommendation(s)

The HWBB notes the contents of this report and:

- Comments on how these proposals connect with the wider review of the HWBB
- Comments on future membership of the HWBB
- Comments on the viability of HWBB meeting quarterly in a morning as part of the whole day approach to TP meetings in the future
- Supports the proposal for the November 19th TP event to have a health related theme

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1 The review of the Trafford Partnership

- 1.1 Earlier in 2015, in the light of certain strategic pieces of work such as Devolution, Locality Working, Health and Social Care integration and the Early Help Delivery model it was fortuitous to review whether the current Trafford Partnership structures are and will be fit for purpose for the short, medium and longer term.
- 1.2 In addition recent inspections and annual review processes had led to concerns about how strategies, and delivery against them, are shared, understood and aligned across the Trafford Partnership structures.
- 1.3 As part of the review the following work has been undertaken:
 - Mapping the existing strategies, meeting structures, reporting lines and membership within each Thematic Partnership and to highlight any key observations (reported to the Partnership Executive at the end of March 2015). This process highlighted that there were too many strategies; thematics operate in silos and there is a lack of understanding of how the partnerships 'fit' together; there is insufficient performance monitoring or accountability between partner

agencies; the Partnership needs to consider how 'public facing' it is and how it can provide greater voice and influence to communities.

- Each thematic partnership was then asked to review their structures, in light of new opportunities such as the GM Reform and Growth Strategy, and revise them as appropriate. This led to a number of options emerging for the Trafford Partnership. One revolved around retaining current thematics with the exception of changes to the Childrens' Trust Board. The other, recommended by the Economic Growth Board, took a more radical approach and recommended a complete revision to the overall structure of the Trafford Partnership based around 2 main strategic boards for Reform and Growth.
- The Executive considered the emerging options in June alongside a SWOT analysis and decided at that stage to agree certain aims and principles for the Partnership moving forward and to establish a small working group to examine potential structures in more detail.

2 TP Executive agreement to date

2.1 At the last meeting of the Executive in June a number of aims and principles for the Trafford Partnership were agreed:

- We need to do what makes most difference to Growth and Reform
- We need to be proactive to make the changes we need
- We need to shift from enabler/ facilitator (working separately) to deliverer/ commissioner (as one body)

2.2 The Partnership needs to:

- Be nimble, agile, flexible enough to respond to changing landscape
- Link localities to strategic and vice versa to create and lead communities
- Breakdown silos (across thematics)
- Foster new, disruptive and innovative ways of working
- Facilitate holistic, integrated services (e.g. stronger families model on a larger scale)
- Be preventative rather than reactive
- Support communities to support themselves, whilst managing expectations and maintaining a contract of delivery
- Foster a strong and vibrant third sector
- Ensure equality in partnerships through involvement and co-production (it should be a 'Trafford' partnership not just a 'statutory' partnership)
- Provide strong and effective leadership (including in own organisations, to overcome blockages at middle-management)
- Be accountable to each other and the communities we serve
- Be ahead of the curve – influence the GM Agreement not simply be a part of it
- Use technology to our advantage

2.3 By:

- Taking specific and tangible pieces of work, sponsored/championed by the Executive and delegated to task and finish groups or via existing thematics partnerships.
- Listening to the localities, so we are driven by community voice as much as strategic priorities

The following programmes of work sponsored by the Executive were suggested:

- Locality working
- Youth Trust
- Third Sector

2.4 Plus potential new ones:

- Complex dependency – reduce demand by tackling the most costly individuals and families (to be piloted with top 20 households)
- Employment and skills – align agenda with secondary education curriculum based on what employers are telling us
- Trafford Care Coordination Centre – explore the role this can play in supporting Reform and the Trafford Partnership

3 Current proposals

- 3.1 The small working group was established and the proposed structures and processes shown in appendix A were drafted. The text commentary which accompanies the chart reflects the aims and principles agreed at Executive.
- 3.2 Existing partnership service reform projects have been mapped (although not all may have been captured) and are shown on the structure chart V4a at Appendix B. This demonstrates that there are already a number of partnership structures or task and finish type arrangements underway to progress these projects.
- 3.3 The charts have been shared to date with Trafford Council CMT, with the TP Executive Chairs team and the Chairs/ lead officers of the Economic Growth and the Health and Wellbeing Boards.
- 3.4 The reaction has been generally positive with some further considerations to be discussed (shown in section 5 below).

4 Future Processes

- 4.1 It is proposed that, in order to improve commitment to the Partnership across all agencies, from November the 'One Trafford' Strategic Boards meet quarterly for a whole day. In the morning the Health and Wellbeing Board, Growth Board and Strong Communities Board will meet, if agreed membership of each makes these simultaneous meetings viable.
- 4.2 All members will come together over lunch to network and there is an opportunity to theme discussion and invite in a guest speaker during this part of the day (if relevant). Dr William Bird has been suggested as a potential invitee to the November meeting to discuss how, through strategic commissioning, the health, wellbeing and physical activity agendas can be better linked to deliver tangible outcomes to residents through initiatives such as Social Prescribing.
- 4.3 In the early afternoon the One Trafford Board (Partnership Executive) will meet.
- 4.4 Future all day quarterly TP meeting dates will be set.
- 4.5 Thematic partnerships, including the HWB Delivery Board, will also meet quarterly (as most do now) ahead of the quarterly TP meeting day in order to provide relevant progress information to the Strategic Boards.
- 4.6 The key work of the Partnership will be delivered through the service reform projects, whether these require task and finish meetings, networks or other arrangements to ensure the work is progressed. Once agreed by all strategic boards and thematic partnerships, these will form part of the TP Annual Work Plan. All partnership meetings/structures should exist to deliver the Annual Work Plan. Any other existing groupings that sit outside of this remit should be reviewed and disbanded if they are not contributing to the Reform and Growth agendas.

- 4.7 Each project will have a lead officer (project manager) to ensure day to day progress. The Strategic Boards may feel that some projects require a senior Project Sponsor, the individual who is the 'conscience' of an issue or piece of work, known to all partners and who can hold peers to account to ensure the benefits of a particular project are realised. This will help to foster the cultural shift mentioned in 5.1 below. Work is underway to identify who these project sponsors may be.

5 Considerations

- 5.1 It is recognised that simply rearranging partnership structures on a page will not achieve all the principles listed above. A cultural shift is needed across all agencies and services which form part of the Trafford Partnership, in particular, to ensure that we share power with one another and with our communities. This requires strong and visible leadership, a commitment to honest conversations at all times, to pool resources where necessary, share information, to actively participate and to hold one another to account. It is not our structures which are of most importance but what the Partnership delivers and the ways in which we go about it.
- 5.2 The chart at appendix A, as a 2 dimensional structure, does not reflect the role that our residents and communities play in delivering our Community Strategy nor how the Partnership should seek to put our communities at its heart. The large shaded section which sits in the centre and beneath the SCB and the Locality Partnerships seeks to show how our community and campaigns to improve resilience such as Be Bold underpin the work of the whole Partnership. It has been suggested that the whole structure be turned on its head with Communities at the top and GM structures at the bottom of the page. However a 3 dimensional model would reflect this better because the structure is not intended to be hierarchical.
- 5.3 Membership of the HWBB, the Growth Board and the Strong Communities Board requires further consideration, as does who from these (and others) might form the Executive body. Current proposals (as shown on the charts) make the strategic boards rather large in number of attendees. It has been suggested that each reviews its Terms of Reference in order to fully determine who should be in attendance, but that these reviews should fit within the context of the overall proposals for the Trafford Partnership.

6 Recommendations

- 6.1 The HWB notes the contents of this report and
- Comments on how these proposals connect with the wider review of the HWBB
 - Comments on future membership of the HWBB
 - Comments on the viability of HWBB meeting quarterly in a morning as part of the whole day approach to TP meetings in the future
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Appendices:

A TP Structure Charts V4

B TP Structure Chart with service reform projects V4a

Background Papers

TP Executive reports on the TP review (March, June and Sept 2015)