Working Together

Trafford Partnership
Trafford Partnership

The Trafford Partnership has transformed itself from a ‘traditional’ public sector-led Local Strategic Partnership to an inclusive, innovative and high performing delivery network that brings together people from all sectors and communities.

We are building mutually beneficial relationships between businesses, the voluntary sector and public agencies; coproducing solutions to our most challenging issues and re-designing services to deliver better outcomes more efficiently.

Led by a Chair Team of the Leader of the Council, local faith leader and Chief Executive of the Housing Trust, we have established a strategic framework that drives collaboration across the borough and Greater Manchester, and through our Locality Working programme encourages resident action and responsibility, engaging those who live and work in an area to work differently together, using local assets, pooling resources and creating change.

We have created a ‘golden thread’ from a local resident, inspired to ‘Be Bold’, connected and enabled by our Community Builders, and engaged in our locality partnerships and projects. These are supported and resourced by our strategic partnerships, that influence and respond to Greater Manchester devolution ... and back through the thread to local resident!

The Trafford Partnership is enabling ground-breaking innovation such as:

- Integrated, all age services, treating the family as a whole and removing traditional internal boundaries and remodelling working practices
- Multi agency responses to improve rehabilitation, health and well being
- Asset based approaches to strengthen communities, promote skills, independence and build resilience
Trafford Partnership in action

This presentation will show how:

- The Trafford Partnership is tackling challenging issues:
  • Increasing physical activity
  • Improving community safety
  • Engaging businesses
  • Supporting young people
  • Engaging residents and communities

- The Trafford Partnership is having a significant impact

- The Trafford Partnership is reforming public services
  • Health and social care integration
  • One Trafford Response
  • North Trafford Integrated Working
  • Embedding change
Increasing Physical Activity

- Trafford’s Sport & Physical Activity Partnership, Health and Wellbeing Board and strategic partners have pledged their support to getting everyone active in Trafford, with specific focus on those ‘stubborn inequalities’ amongst our diverse communities.

- Leisure facilities are being transformed into wellbeing hubs that form a local focal point which reach out into the communities so that the traditional leisure centre offer is radically transformed to secure a greater contribution to health and social care outcomes.

- Working with the 175 sporting clubs and associations that thrive in Trafford, we aim to secure greater access to sport and physical activity for all our residents, elite, beginner or somewhere in between within a strategic framework that creates sustainable resources for future generations.

- Rethinking public realm and open spaces to create multiple opportunities for people to live more actively is a priority, as is working with employers to support them to transform workplaces and workplace activities to support employees to become more active.

- Sale Locality Partnership have launched Make Sale Move, bringing together partners, voluntary groups and residents to explore how the local community can support this strategic priority in new and exciting ways, for example 75 people now join a health walk from a GP surgery.

- A great example of how this is now coming to life can be seen in the video link below. Some residents have been prescribed exercise to promote their well being - social prescribing in action!  
  
  [Video Link](https://www.facebook.com/saleleisure/?fref=ts)
Improving Community Safety

• The Integrated Safer Communities team enables council, housing and police officers to share information and deliver evidenced-based solutions to local issues, targeting resources towards the areas of greatest need, at times of greatest risk. The benefits include over £350,000 efficiencies in the first year, and 94% of staff feeling that the collaboration project had improved effectiveness in their role.

• The Council makes proactive use of new legislation. We were one of the first Local Authorities to take out Ex-Parte civil injunctions to prevent the escalation of youth disorder in 2015, a two-pronged approach offered positive support and imposed restrictions to deter unacceptable behaviour.

• The integrated approach means our most vulnerable residents - victims of domestic abuse, members of minority communities, those with mental health concerns or young people at risk of harm receive coordinated, multi-agency and holistic support.

• Our new ‘STRIVE’ service supports people suffering domestic abuse who report to the police for the first time. We have partnered with the voluntary sector to use trained volunteers who offer bespoke support to families, which has seen a reduction in the need for future interventions.

• We have launched an Employer Supported Policing Scheme, with employees supported to become Special Constables, receiving paid leave and a reduction in Council tax.
Engaging Businesses

The Trafford Pledge matches businesses with job seekers from our priority cohorts. Businesses signing up to the Trafford Pledge offer work experience placements, employment opportunities, work trials, apprenticeships or mentoring support. Since launching in April 2013, 52 businesses have signed the pledge and 961 individuals have been supported in to employment. Initially launched in Partington to support 16 to 24 year olds into employment, a cost benefit analysis has illustrated the impact of the initiative. 34% of the cohort had secured work within the first six months of the project and the cost benefit analysis calculated that for every £9,540 invested, the Partington Pledge saved up to £71,341 over the six month period (the Department for Work and Pensions saved £33,966 in JSA benefits and Trafford Council saved £37,375 in housing benefit).

Thrive Trafford is commissioned by the Council to provide free support to voluntary, community and faith-based organisations and social enterprises in Trafford. Their Trafford Quality Mark supports organisations to become more sustainable by building capacity, generating income and becoming commission-ready. This ensures they deliver quality services, enabling them to compete with the private sector, employ local people and contribute to Trafford’s diverse economy.

Trafford Leaders’ Lounge is an informal networking event for business, public sector and community leaders. Hosted by the Leader of the Council, the relaxed environment with inspiring speakers fosters new relationships across sectors and builds the shared vision for Trafford. Over 60 leaders attended the February event, held in the gallery of Waterside Arts Centre.
Supporting Young People

• In July 2016 Trafford Council created an innovative and unique Community Interest Company - ‘Trafford Youth Trust’ which will deliver youth services for young people in Trafford. The Council recognised it should continue to build on the wide ranging provision that already exists in Trafford, and acknowledged that delivering youth services is not the single remit of the Council.

• The Trust aims to secure additional funding and act as a vehicle for key partners to invest in youth activities for the future. Partners will be encouraged to demonstrate significant commitment and provide positive and pioneering opportunities for local young people in the borough. The Trust is governed by an Act of Entrustment and strategically managed by a board of 12 directors who have significant business expertise across a wide range of sectors; they give their time and expertise voluntarily to benefit the young people of Trafford.

The Trust has three main objects:

• Commissioning and funding of youth provision: To establish a partnership framework against which youth provision for 11-18-year-olds (up to 25 years for young people with additional needs) will be commissioned.

• Investment: To grow investment into youth services within Trafford, through innovative approaches to accessing funding and other resources.

• Collaboration and Cooperation: To provide a network for all providers working with or on behalf of young people in Trafford 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.
Engaging residents and communities

**Locality Working** brings together everyone, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to work in partnership, share resources and enable new ideas to develop, making full use of the physical and human assets, financial resources and community spirit that thrives within our localities.

**Be Bold ... Be the Difference** - a media campaign to encourage residents to get involved in their local community, take action and make a difference, and to highlight the support that is available to them

**Community Builders** – front-line staff, managers and Ward Councillors have a key role in this campaign, acting as ‘Community Builders’ on the ground enabling residents to take action by signposting and connecting them to other local people and supporting services (450 trained so far).

**Locality Projects** – co-produced by services and communities, these innovative projects tackle strategic issues by pooling resources, doing things differently and using community assets, skills and resources.

**Locality Partnerships** – acting as inclusive networks of people who live and work in a locality, they bring people together to share information and ideas, build relationships and create change.

**Community Funding** – a range of models to allocate funding across the local community and encourage local action, from micro-grants awarded to residents, to larger grants awarded to established community groups. 1,500 residents got involved in our voting events, with 45 groups funded.

**Public Service Reform** - Locality Working is intrinsically linked with other key strategic agendas, providing a practical way of delivering Early Help and Prevention, Place-based Integrated Delivery, Shaping Demand, Community Action and Third Sector Infrastructure Support. These have been brought together within a Building Strong Communities Strategy.
Impact Of Trafford Partnership

- Children’s Services rated by OFSTED as good with outstanding features citing 'many examples of innovation, hard work and determination demonstrated by elected members, officers and workers at all levels’
- 95.1% of Trafford pupils attend schools which are rated as “good” or “outstanding”, in the top 10 local authorities nationally, at both primary and secondary level. In 2015 Trafford was ranked 6th for Key Stage 2, 3rd for GCSE and 3rd for A Level results.
- 49% population qualified at NVQ4 and above compared to the Greater Manchester (GM) average of 34%.
- Highest productivity rate per head in GM and highest Gross Value Added (GVA) outside of Manchester producing £7b p.a.
- Strategic frameworks for all town centres and with vacancy rates in town centres falling to 11.1% (December 2016).
- Business Improvement District for Altrincham which will generate c.£1.5 million over 5yrs.
- New Trafford Park Metrolink extension to the Trafford Centre.
- Future Carrington will deliver up to 11,500 new homes, 8m sqft of new employment floor space and create c.14,000 new jobs on land owned by HIMOR and other parties.
- 'Bronze' status under the government’s homelessness gold standard challenge.
- Recycle over 60% of domestic waste making Trafford the best performing district in GM and the highest performing metropolitan districts in the country; 6th of all councils.
- Fly-tipping in Old Trafford reduced by 41% between October 2013–September 2015 through locality working.
- Four new library buildings to be provided by the end of 2018 at Altrincham, Old Trafford, Hale and Timperley.
- Limelight - Shrewsbury Street, Old Trafford – £18 million community hub with extra care housing, library and health centre.
- Upgrade to all our Public Realm CCTV cameras and a new 24 hour control room in partnership with Salford City Council.
- Lowest council tax in the North West and also has the lowest council tax of any Metropolitan District in England.
Reforming Public Services

Trafford has established an integrated partnership framework for Service Reform which has strategic buy-in and leadership commitment, enabling complete alignment between Public Service Reform and our Health and Social Care Transformation programmes.

The programmes come together in a place based approach to redesigning our public services system so it is sustainable, economically viable and impactful. Our ‘butterfly model’ was initially developed for the all age integrated health and social care service, but has since been adopted for all-service place based working.

The approach has collaborative partnership working at its heart, across the public sector and with the voluntary and community sector.

The vision is ‘Trafford will have 4 place based co-located/integrated multi-agency teams providing services in the area which cover the whole spectrum of need from early help to specialist services (as appropriate)’
Health and Social Care Integration

Pennine Care Foundation Trust (PCFT) was initially contracted by Trafford Clinical Commissioning Group (CCG) to deliver children’s and adults community health services. Trafford Council is an associate commissioner to this contract. A S75 Partnership Agreement has been in place between Trafford Council and PCFT since 1st November 2013. It set out how Trafford Council would take the lead in managing children’s health and social care services on a day to day basis and PCFT for adult health and social care services on a day to day basis.

In 2015, PCFT began to pilot an all age health and social care integrated provider arrangement with Trafford Council. A new partnership agreement between Trafford Council and PCFT was established on 1st April 2016 to 31 March 2018. PCFT will take on management responsibilities for the new service model on a day to day basis on the Council’s behalf from April 2016. The agreement covers all community health services which PCFT are currently commissioned to provide in Trafford and those Council services identified as in scope. At this stage, no budgets have transferred and TUPE does not apply as staff have retained their existing employment arrangements. Both organisations retain legal responsibilities for fulfilling their statutory functions.

PCFT have day to day responsibility for children's services and retain their responsibilities for adult services. This is the key difference to the current arrangements and to enable this, the new model will be supported by more robust management and governance arrangements.
Over the course of 2016, notable developments towards establishing the all age integrated service have been completed:

- An integrated business plan is in place
- An integrated quality strategy is in development
- Integrated governance arrangements are being progressed
- A new senior management and professional leadership structure is in place
- The following services have been re-modelled:
  - Muscoskeletal service
  - Community Nursing
  - Urgent Care
  - Looked After Children Placements
  - Keeping Families Together
  - All Age Front Door
  - Reablement

In addition, a review of administration function across Council and PCFT (Trafford Division) is underway, alongside the purchase and roll out of agile working devices for front line staff. The S75 Partnership Agreement is now being refreshed to reflect these developments.
A new asset based approach is being tested in adult social care. Staff will have time and space to explore new ways of working, in a supportive environment – to make a positive difference to the residents of Trafford without the shackles of bureaucracy. 2 ‘innovation sites’ going live, 12 staff voluntarily involved (with more staff to follow)

**Conversation 1:**
How can I link you to the things that will help you get on with your life? (Based on your assets, strengths and those of your family and neighbourhood) What is it you want to do? What can I link you to?

**Conversation 2:**
When people are at risk- What needs to change to make you feel safe and in control? How do I help make that happen? What can I provide, including small amounts of money and using my knowledge of the local community to support you? How can I bring all these things together in an ‘emergency plan’ for you and stick to you (like glue) to make sure it works?

**Conversation 3:**
What is a fair personal budget and where does the funding come from? What does a good life look like for you? How can I help you use everything that you have to support your chosen life? Who do you want to be involved in good support planning?
One Trafford Response

In 2016, the Trafford Partnership embarked on an innovative project to review and modify the current rules of service delivery across an array of partner agencies, testing whether services can be provided more effectively and efficiently to the public by doing things differently. Alongside extensive data analysis, we ran two pilot weekends; the Typical Weekend followed by the One Trafford Response Weekend. The aims of the project were to:

• Support the design of the All Age Integration Model and our place based integrated working pilot in one of our four localities.
• Improve the customers experience to meet their needs when accessing services.
• Collate emerging learning from each agency.
• Collate feedback from Service users about their experience.
• Track families and individuals outcomes and further demand on services.
• Understand the cost / benefits to the approach.

The Typical Weekend ran between the Friday 1 July and Monday 4 July and saw staff from the Council and partners observe a “Typical Weekend” of service provision across the partnership at high and low demand volumes, identifying what causes the system to stall or suffer from blockages. The observations included staff and service user interviews and reflective learning, alongside 12 months of historical data from 13 agencies and an online survey to voluntary organisations, residential care homes and housing providers to canvas their opinions on out of hours services. The findings shaped the One Trafford Response Weekend (Friday 23rd to Monday 26th September)
Typical Weekend Headlines

- 16 agencies
- 39 shifts
- Surveys sent to 19 RSLs, 50 care homes and 500 + VCSE providers
- 40 observers
  - 36 Council
  - 2 GMP
  - 2 GMW
- 19/42% service users consented to provide their personal data
- 155 staff questionnaires completed
- 12 data sets for last 12 months from 12 partners
- 29 reflective logs completed
- 1 ISP across 22 partners
- 45 service user questionnaires completed
One Trafford Response Weekend

1. Referrals
   Partners refer into a dedicated ‘hub’ over the PW.
   - It is expected that a selected number of agencies will be targeted as the main referrers over the weekend. These being:
     - THT
     - GMP
     - EDT
     - GMW (secondary referrals)
   - Demand will be taken from the North Neighbourhood and shall focus on the following themes:
     - Mental Health
     - Domestic Abuse
     - Frail & Elderly
     - Safeguarding
     - ASB

2. Host for the Hub
   A dedicated host organisation to house a multi agency triage and assessment team is required e.g. TCCC
   Hub Opening Hours:
   - Fri – 12pm-11pm
   - Sat – 8am-11pm
   - Sun – 9:30am-5pm
   - Mon – 8am-12pm

3. Assessment and Triage
   A dedicated multi agency assessment team will be in place: Represented agencies will include; AST, MARAT, DA services, GP, Pharmacist, CEC, THT, Host, GMW, District Nurses, GMFRS, GMP, VCSE
   - Lead Co-ordinator role to manage risk/volume
   - Access to local ICT Databases required

4. Option A: Information will be passed onto an internal Multi Agency Intervention Team
   - Created to service the referrals that come out of the hub.
   - The membership of this team will mirror the Hub
   - Will comprise of BAU resource and bespoke resource.
   - Joint visits may be required
   - A key worker/lead professional role will be adopted as a principle for all interventions.
   - All cases passed on by the hub will be reviewed and monitored

5. Measured Outcomes
   Outcomes will be documented by:
   - Frontline Staff
   - Intervention Team Members
   - Hub Members
   - Demonstration of the PSR principles

Intervention dispatched
**Decision Making Model**

**Gather Info /Intelligence**

- What do we know so far? Fact or Assumption? How detailed?
- What do we not know? Turn assumption to fact? Or info to intel?
- What further info/intel do I want/need now?

**Take Action & Review**

- Identify Options & Contingencies

**Assess risk/harm & develop strategy**

- Consider Powers & Policy

**Proportionate Lawful Accountable Necessary Least Intrusive**

**ONE TRAFFORD RESPONSE**

**Before Intervention plan is relayed and staff tasked ASK:**

- Does our plan mitigate the risk and harm and will it meet what we wanted to achieve?

**What is causing the situation?**
- Is immediate action needed?
- Level and type of risk/harm? To caller, responder, wider community and organisations?
- What do we want to achieve? Now? Medium term?
- Who should respond?

**What legislation might apply?**
- Is there a statutory responsibility?
- Do any local organisational policies /guidelines apply?
- Is there any evidence base?
- What information can we share?
- What is the lowest possible level we can intervene at?

**What are the options open to us?**
- Including DO NOTHING
- Amount of time available?
- Services and resources available?
- Risk assess options including possible impact
- Designate lead agency
- Agree intervention plan
- Provide rationale

**For each stage of model also answer WHY? And ensure rationale is recorded**

**RIGHT PEOPLE RIGHT PLACE RIGHT TIME**

- ARE WE CONSIDERING ALL POTENTIAL SOLUTIONS AT OUR DISPOSAL INCLUDING THE CALLER /FAMILY AND COMMUNITY ASSETS?
One Trafford Response Headlines

- 21 agencies involved
- 1,178 staff hours over the weekend
- 80% known to Police
- 63% known to Housing
- 55% known to Children SC
- 45% known to Adults SC
- 6 shifts – 39 hours
- 181 staff involved
- Referral age range
  - 13 to 78
  - Highest proportion 18-30 years
- 13 referrals received into the Hub – 11 progressed to intervention
- 67 Intervention Workers
  - 41 Hub Workers
  - 29 Support Workers
One Trafford Response Learning

- Weekend working for all agencies
- Have resources to hand & the means of securing help/payment for items quickly
- Case coordination and key working works
- Don’t wait until Monday!
- Should we ban some ‘well worn’ terms & processes e.g. referral, assessment, triage, thresholds, hands off?
- Multi agency co-location
- Access to ‘live time’ information
- Using family assets as part of the solution
- Service user only needs to tell their story once
- Dynamic risk assessments needed
- ICT & data sharing challenges
- Staff behaviours and culture

Case coordination and key working works
One Trafford Response Feedback

‘Don’t presume staff are limited by their job title or professional expertise’

‘The focus shifted from my perspective to the customers’

‘Staff had more time and were more informed’

‘The level of cooperation was excellent in the hub and intervention team’

‘A mapping system would have been helpful to document all the contacts and their links to each other’

‘Having an awareness of other services roles and responsibilities in real time is invaluable [in managing risk]’

‘The benefits of sharing information and working in partnership in this manner are immense’
Place-Based Integration

Design Principles
- Harness the Trafford Pound
- Maximise asset based community solutions
- Promote community resilience, independence and behaviour change
- Design against real demand and context
- Citizen centric not service shaped (acting with humanity)
- Test workforce development initiatives
- Less management and more added value leadership - ‘fix the way work is organised and led not the way it is done’
- Test our current H&SC transformation initiatives including joint commissioning

Model aspects
- Co-location of staff from across partners
- Live-time information sharing
- Unlocking the potential of frontline staff
- Blurring of the professional boundaries
- Maximising the key worker and case-coordination as per the Stronger Families approach
- 7 day working including anti-social hours
- Accelerating the optimisation of the TCC which will act as the information sharing hub
- Connecting with Community Assets
Intended Outcomes and Model

Intended outcomes of integrated place-based working are:
• Closing the inequalities gaps
• Deflecting/preventing inappropriate resources/demand
• Promoting community resilience and self-reliance
• Delivering a sustainable model that can be up-scaled across Trafford

North Trafford Proof of Concept
• New delivery model
• Trafford Coordination Centre as the Trafford Hub
• 0800 – 2000 hours
• 7 days per week
• Multi-agency teams
• Integrated multi-agency locality team
• Four Ward areas (population circa 50,000)
• Incremental approach
• Focused start – up with upscale plan
Enabling Change

Information Governance & ICT

• The One Trafford Response weekend provided excellent evidence about the benefits that information sharing can provide. Trafford Coordination Centre have a single screen view of health and social care data from all the main primary and secondary care providers.

• Work is also ongoing at a Greater Manchester level with GM Connect to provide a robust legislative framework to allow effective data sharing amongst partners to help provide more timely, effective and coordinated interventions to people in need or in crisis.

One Trafford Estate

• A place based, strategic approach to the management of Trafford’s public sector estate/assets to create a portfolio of assets for improved cross working, portfolio reduction and the creation of multifunctional buildings in strategic hubs. It will lead to the development of one overarching strategy which will determine the future use of the Trafford estate, ensuring it is fit for purpose for service delivery over the next 10 years.
Enabling Change

Workforce Strategy

• Trafford has a partner wide workforce strategy (draft) which will be a fundamental enabler to our system reform and organisational ambitions. As our service reform centres around harnessing the potential within our communities to be more self-sufficient through our asset based approach, our workforce strategy compliments this.

• It seeks to unlock and empower the potential within our workforce by promoting and role modelling a coaching leadership style that focuses on employee strengths. Our Trafford Partnership Workforce Pledge and Values will provide the overarching framework to ensure that our workforce has the future skills, knowledge and behaviours required to work efficiently and flexibly across the partnership.

Communication & Engagement

• Trafford’s approach involves staff from across statutory organisations and the voluntary sector working together with the community, taking a holistic approach and seeking asset based solutions to resolve problems. This will require extensive communication and engagement with staff, community groups and residents to inform, communicate and shape the way services are accessed and delivered.