

Report to OVERVIEW AND SCRUTINY BOARD

Thriving Communities and Place Based Integration

Date: 27th November 2018

Portfolio holder: Cllr Sean Fielding, Leader of the Council

Officer Contact: Rebekah Sutcliffe, Strategic Director of Reform

Summary of the issue

Oldham is a place that has enormous assets in terms of its people and community and we can build on these strengths to help meet the challenges we have to improve the health and wellbeing of our residents with a focus on;

- Loneliness, social exclusion and loss of confidence / purpose
- Physical and Mental health
- Reacting to place issues in a joined-up way

Thriving Communities and Place Based Integration are about igniting whole system change and putting early intervention and prevention at heart of everything we do – using the strengths and ingredients for change that are already within our communities and wider system and linking people in with the right kind of support for earlier in the care pathway. The work is highly innovative and receiving positive press nationally and interest from other councils as best practice.

Recommendations

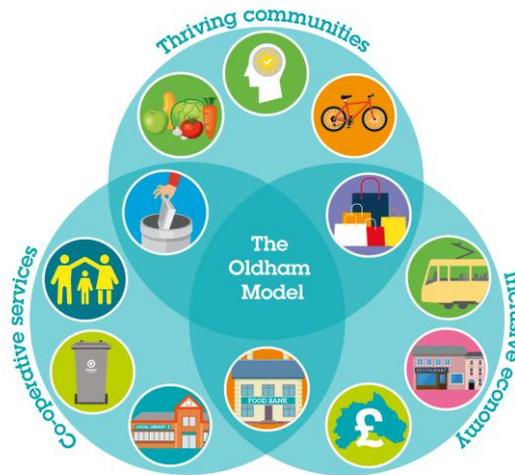
Overview and Scrutiny is asked to;

1. Understand the two programmes of work
 2. Support and engage as the programmes grow
-

1. Background: The Oldham Model

The Council, and its partners, are committed to a co-operative future for Oldham where ‘everyone does their bit and everybody benefits’ and the Partnership’s Oldham Plan 2017-22 sets out the Oldham Model for delivering tangible and sustained change through an integrated focus on inclusive economy, thriving communities and co-operative services.

Fig 1 - The Oldham model graphic



2. Thriving Communities

The programme focuses on building upon our community strengths and support groups to help people earlier in the care pathway and shift the emphasis to earlier intervention and prevention by helping Oldham residents make better life choices and not progress into higher levels of need. The programme will deliver £9m+ of reduced demand in the health and care system in the establishment of Oldham Cares.

Figs 2 and 3 - Thriving Communities Programme/Projects & Social Prescribing Leaflet

The Thriving Communities Programme



Wider Engagement, Attracting Funding, System Learning

Oldham Social Prescribing

Did you know?

Your doctor isn't the only person who can help you feel better.

You can improve your health and wellbeing through social prescription.



Points of Note

More than medical support - We estimate there are more than 500 community groups and activities across Oldham delivering close to 1000 activities and events – by growing this we can help our residents to make better life choices and this ‘more than medical’ care is now positively changing people’s lives and the programme will change the commissioning balance to make more of this.

The Social Prescribing network is live in Oldham West is building on the network which bridges the gap between medical care and the community, by having community connectors in each cluster that activity engage primary care (and other care forms such as acute, mental health etc) then support people into the right community support. It’s been live in Oldham West since Jan and has supported 65+ people. Now undergoing commissioning for to establish the rest of the network via an Innovation Partnership. Rollout to other clusters at the start of 2019.

The Fast Grants are now live – They are now delivering £60k each year into grassroots community groups without the red tape. Launched at the end of September and 30+ applications received. Grants range from £50 to £500. Initial grants have funded initiatives such as; a Nintendo Wii for a residential care home; a dementia support group to create a memory song book, as well as creating a wheelchair friendly path for grandparents to watch their children play football at Waterhead sports club.

Figs 4 & 5 – Fast grants and Social Action Fund Marketing

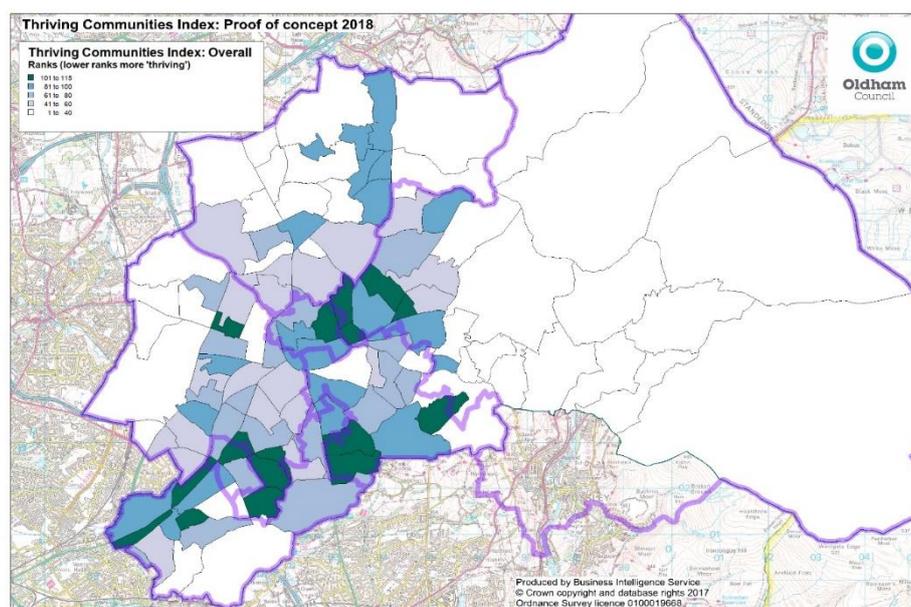


The Social Action Fund –10% of all people at all ages in Oldham self-identify as being lonely and a 30% of all households in Oldham are single occupancy. The fund will use £850k over 3 years to commission 2-4 medium sized projects to tackle loneliness head on for Oldham as well as physical and mental health.

Workforce Development – This will develop a common Oldham way to enable our people to work across organisational boundaries, become more place and asset based, then empower the people who reach our most vulnerable residents to become connectors – the hairdressers, take away workers, off licences, taxi drivers, nail bar staff.

A stronger focus on evidence and evaluation with the Thriving Communities Index – The Thriving Communities Index segments Oldham into and pulls in 26 indicators in categories of Place, Resident and Reactive Demand – to give us deeper insight into where our positive and negative norms lay within the borough. Also this is underpinned by external evaluation by the Centre for Local Economic Strategies. Dr Foster (one of the UKs leading analytics companies recently wrote an article about this work

Fig - The Thriving Communities Index Map



Case Study - Rani Singh – supported by the Thriving Communities Social Prescribing Network¹

Rani is 27 years old. She has a one year old daughter and lives with her extended family after migrating from India three years ago. She has recently been bereaved. Rani is pregnant, and finding it a difficult experience without her husband. She was referred to social prescribing by her GP. She was supported by the Thriving Communities Social Prescribing network and our connector Asia, her community connector spoke to her about the support available.

When speaking to Asia, Rani expressed that she likes to sew clothes and spend time with her daughter. She was lonely and wanted to get out of the house, spend some time for herself and meet other people. She also hoped to enrol on course in nursing or professional sewing. She wanted to be able to take her daughter somewhere to meet other children as they both spent a lot of time at home.

Now she has attended a variety of community activities such as Knit and Knatter, mental health support, and is also engaging with lifelong learning to begin preparation for re-entry into the workplace.

“The social prescribing service is excellent, five stars! I am really happy and I have enjoyed going to the sewing classes and the mental health support. I feel like they will really help me. I really like Asia, she has been very helpful, remembering me and made me feel like someone is looking out for me. I will be continuing to attend the activities.”

3. Place Based Working

Oldham’s multi-agency place based teams are radically transforming public service delivery – testing and developing a single approach to building resilience informed by insight into what is driving demand and shaping behaviour in our communities.

¹ Name changed for client protection but consent gained for sharing the story and audio interview also

Earlier approaches focussed on specific organisations, issues, programmes or funding – for example, Troubled Families, HMR or NDC. But what's different now is that we have the agreement, commitment and mechanisms needed to deliver lasting change.

Oldham's approach is radically different – not just in what it does, but how it does it.

- It is creating a single front door: literally an old shop front on the street
- It is working in a truly integrated way across agencies: including the community and voluntary sector, and through a 'key worker' model
- It is getting to the root causes of problems for people and communities - working with residents and having challenging conversations that prompt change and find solutions.
- It is understanding what is driving demand and identifying community assets that can help unlock problems.
- It is using an evidence base - our Thriving Index, which is a first in the country – providing insight at a granular level, including explaining social norms, plus reactive and non-reactive demand.
- It is challenging and changing how the system operates – for example, how it is sharing data, allocating social housing or excluding children from school.

We now have four sites based in some of our most deprived communities and involving 14 services and agencies: - Holts and Lees; Limehurst and Hollinwood; Westwood and North Chadderton and Hathershaw.

The Chadderton and Westwood site is currently making great progress and has already uncovered place based issues which were initially thought of as fly tipping but which led to identification of organised crime.

We currently have more PBI sites than anywhere else in GM.

We are now working on developing a definitive model for PBI for not only the focussed model but the 30,000-55,000 footprint which will be fed back into GM and will look to become part of the definitive model for PBI rolled out across GM.

The most developed is in Holts and Lees which has been operating for two years and delivering notable outcomes for people, communities, workforces and public services. The team has nine full/part time officers from housing, Police, Council, health, probation and the community and voluntary sector.

These significant outcomes showcase the Oldham Model in action:

Inclusive Economy – Improved financial situations in 44 per cent of cases for individuals and families. With some better off by up to £16k per year, 70 per cent of these costs will be released year-on-year.

Thriving Communities – In 20 per cent of cases people have got involved in activity to tackle social isolation and loneliness. This major public health issue is proven to be as damaging as smoking 14 cigarettes a day, and costs more than £600 per person in public services each year.

Co-operative Services - The team have moved 80 per cent of cases from 'not coping' to 'adapted' - thus from higher cost services into universal services. Better outcomes for people

and changing demand and costs means that systems savings amount to £3 million against a £350,000 investment.

What people are telling us:-

- *“I engage with the team who are helping me and I benefit from their help. Without that, I am uncertain as to where I would be in my life”*
- *“I can’t thank you enough. I would be dead within the year if I was still homeless”*
- *“I would have been locked up (sectioned) if it wasn’t for this team”*
- *“I like the fact that I see the same people all the time so I don’t have to keep telling different people my story like I have in the past. And I don’t feel judged by anyone in the new team”*

Case study – Hilary (H)

The story - H has a history of offending and has spent various periods of time in prison. She is known to burgle shops and business premises on a regular basis with her partner A to support their addictions. H and A burgled a pharmacy earlier this year, when the police went to the premises they found A dead as a result of an overdose. The team began working with H both to support her with the loss of her partner but also to manage the consequences of her subsequent arrest. The risk was potential custodial sentence for burglary. Addiction to class A drugs.

What we did differently - The team engaged with H and rather than seeing her as an offender, worked with her as an individual with a range of issues. She was supported to attend drug and alcohol services. The team accompanied her to Court where with the support of the

The impact - H continues to engage with the team and has also connected to her local community by becoming involved in events within the team. She is compliant with her court order. GMP are no longer called to the property on a regular basis as she is no longer engaging in criminal activity.

Figs 4 & 5 – Outcomes and improvements from the Holts and Lees site



Next Steps – Two more sites will be mobilised this year. The model is now being developed to enable Place Based working to take place all over the borough and work in a strength based way around the assets that already there but with more coordination around place issues.
