

***OVERVIEW AND SCRUTINY BOARD***  
***Overview & Scrutiny Committee***  
***Agenda supplement***

Date            Tuesday 9 March 2021

Time            6.00 pm

Item No

11            Place Based Model Update (Pages 1 - 30)

Presentation slides

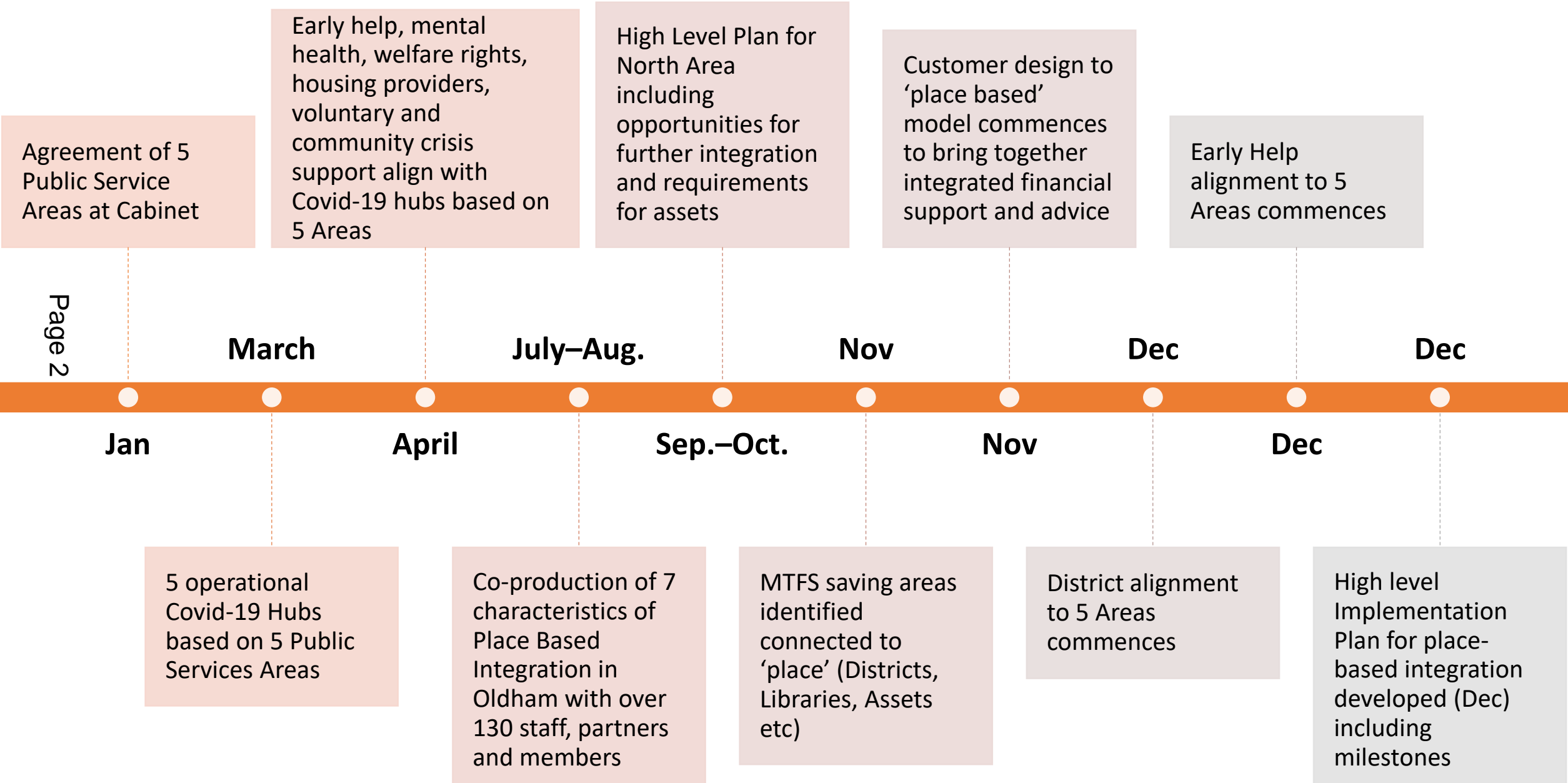
This page is intentionally left blank

# Place Based Integration

Briefing for O&S, 9<sup>th</sup> March 2021

Rebekah Sutcliffe, Strategic Director of Communities and Reform

# Place Based Integration Highlights 2020



---

## Place Based Integration in Oldham is:-

- Integrated services working in a targeted and strength-based way to meet the needs and priorities of residents and communities;
- Delivering the right services at the right time and close to home (Locality Plan 2019);
- Integrating and optimising workforce, skills, systems, experience, funding and physical assets across all relevant public services (including the VCFSE) in a place to work as 'one public service';
- Targeting our resources to the needs and priorities both between and within the 5 areas;
- Developing a new relationship with people and communities and focusing on early intervention and prevention;
- Working as 'one public service' through system leadership, shared plans, data, systems and outcomes.

---

## Place Based Integration in Oldham is not:-

- Evenly splitting the pie 5 ways. It is targeting our resources to demand & need both between and within the 5 areas.
- About co-location of staff. *Some* limited co-location will exist but use of virtual integration tools and aligning staff in the best way possible way to meet needs of residents and optimise resources.
- All about geography. The 5 areas in Oldham represent a way to organise services through the lens of 'place'. However, we will still need to work across the areas and recognise different identities & trends within them.

# We already have lots of good practice to align together in the 5 Areas;

- Place-Based teams (including Holts and Lees; Westwood and North Chadderton; Limehurst and Hollinwood)
- District teams
- Community Health and Adult Social Care teams
- GPs and Primary Care
- Early Help
- Right Start (Early Years)
- Focused Care outreach with GPs
- Thriving communities, including social prescribing, close working with the community and voluntary sector and strength-based approaches
- Integrated working during Covid including Community Hubs

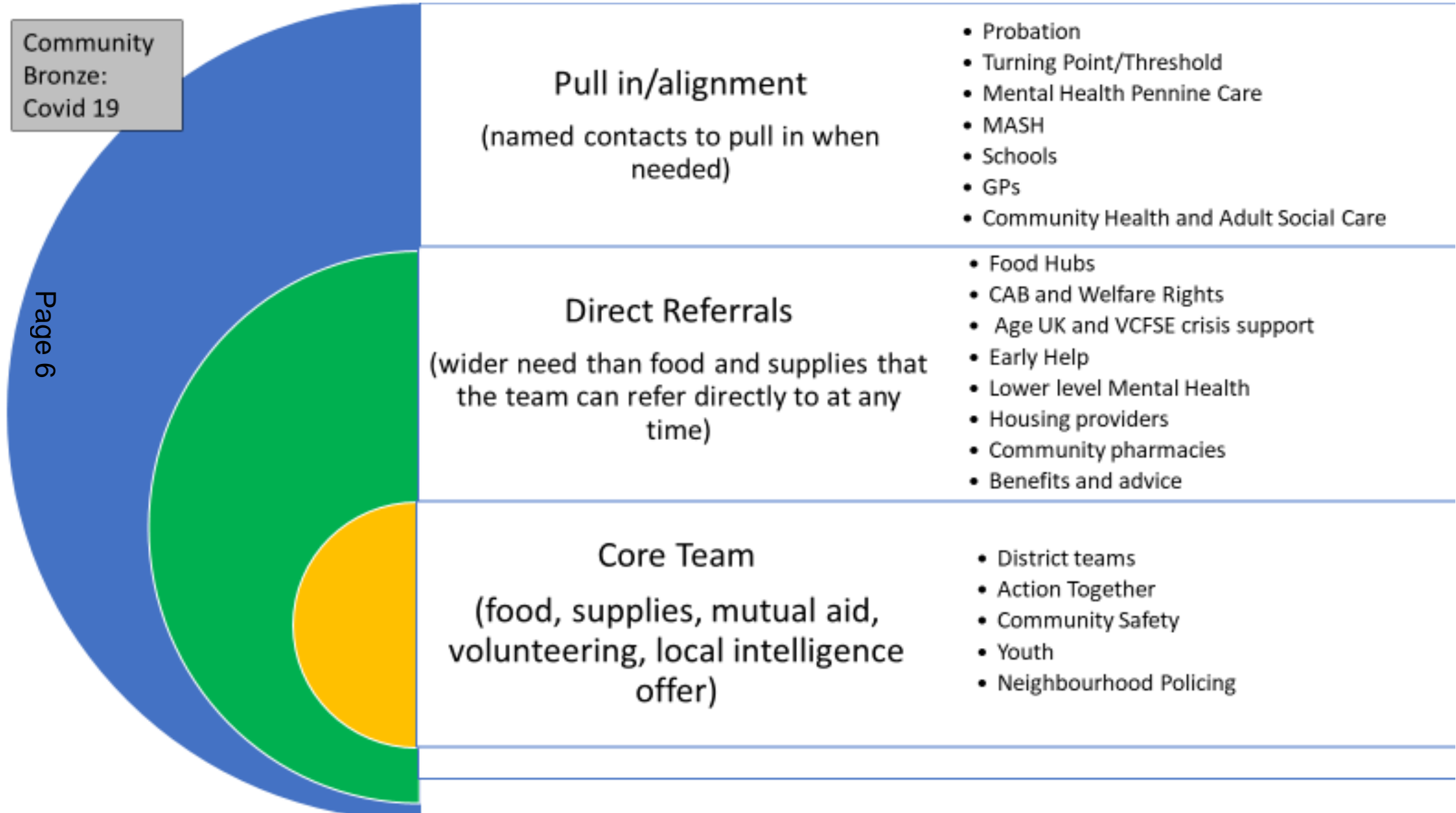
Page 5



# COVID-19 has accelerated Place Based Working

Community  
Bronze:  
Covid 19

Page 6





# But still some way to go to join up and deliver across the whole system

## Communities Rebekah Sutcliffe

- District teams
- Financial Support, Advice and Advocacy Services
- VCFSE including Action Together and Social Prescribing
- Community Safety and Public Protection
- Housing Providers and relevant Housing services
- Neighbourhood Policing
- Youth

## Children's Gerard Jones

- Early Help
- Right Start
- Team around the school
- Named contacts for social care
- 0-19 Commissioning

## Health and Care Mark Warren and Mike Barker

- 5 Area model for health, care and housing
- Strength Based training
- Primary Care Networks modernisation
- Population Health approach
- Community Mental Health

## Economy Helen Lockwood

- Fewer but better buildings
- A campus of facilities for residents and staff

## Enablers Julia Veall

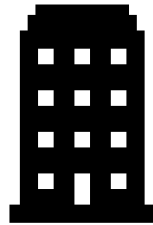
- Workforce - Systems Leadership and Place Based Teams
- Financial Sustainability including the Business Case and Savings
- Information, Technology
- Communications and Engagement

# Responding to the financial challenge

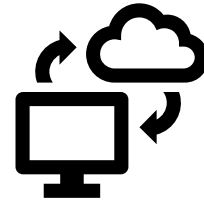
Page 8

## Developing a Business Case

Benefits of rationalising estate in the 5 Areas and Costs of property requirements for workforce and service delivery



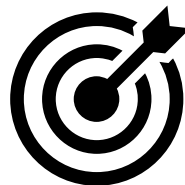
Costs and Benefits of digital and systems requirements for service delivery and workforce



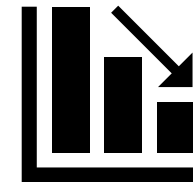
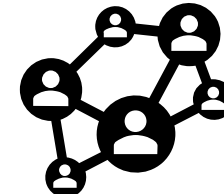
Costs of our current workforce and Benefits of merging and redesigning teams and roles to 'place' with less hand offs (including commissioned services)



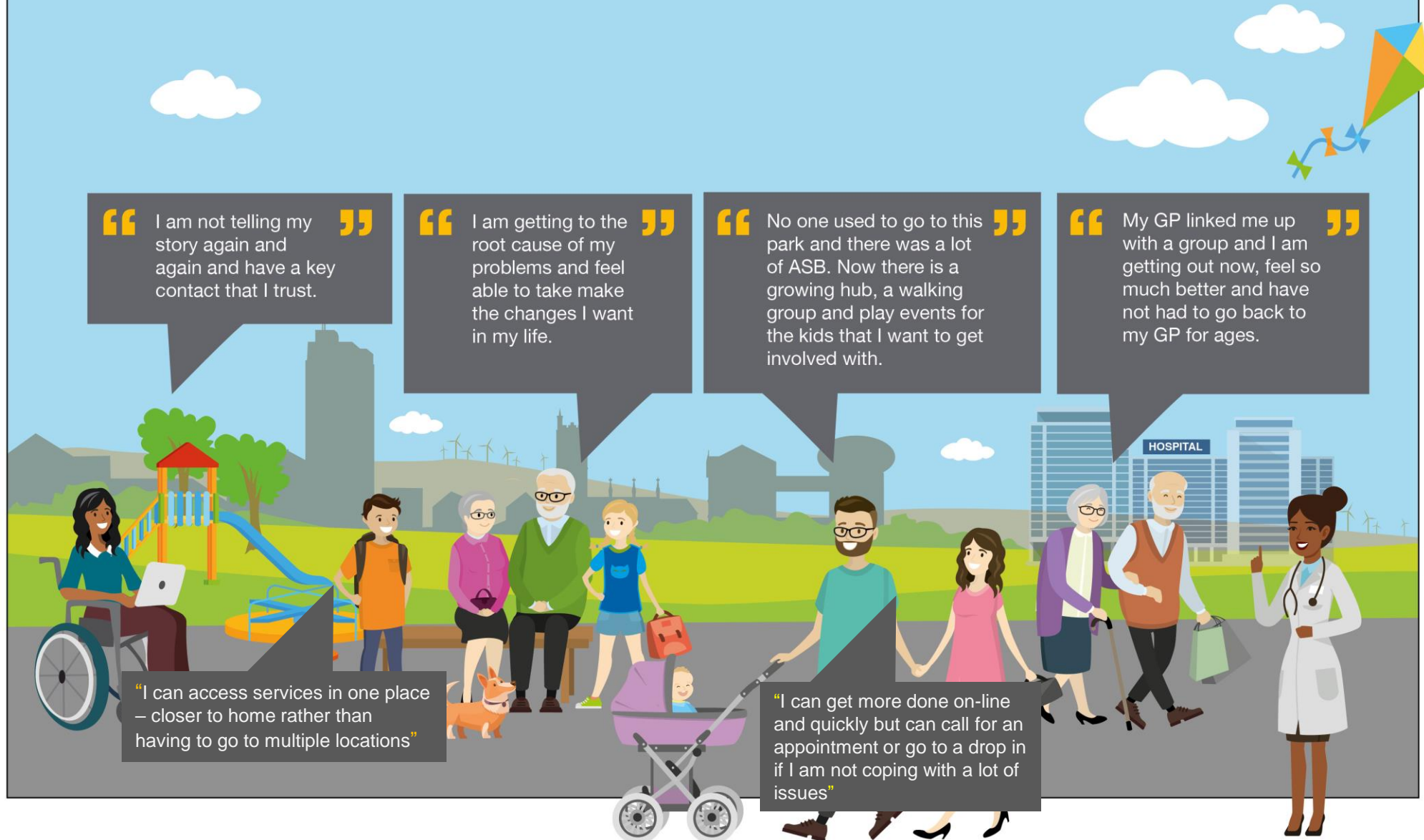
Benefits of developing a more need led and targeted approach to service delivery



Benefits of working at a place based level and better ways of working on improving outcomes for people and reducing long term demand (and Cost) on services



# 1 Oldham place based model – People



“ I am not telling my story again and again and have a key contact that I trust.”

“ I am getting to the root cause of my problems and feel able to take make the changes I want in my life.”

“ No one used to go to this park and there was a lot of ASB. Now there is a growing hub, a walking group and play events for the kids that I want to get involved with.”

“ My GP linked me up with a group and I am getting out now, feel so much better and have not had to go back to my GP for ages.”

“I can access services in one place – closer to home rather than having to go to multiple locations”

“I can get more done on-line and quickly but can call for an appointment or go to a drop in if I am not coping with a lot of issues”

**What will people say. What does success look like?**

## 2 | Oldham place based model – Public Sector



Free access to Computers, Wi-Fi (bring your own device), free printing\* and scanning via tablets with customer experience officers. Assisted digital support available.



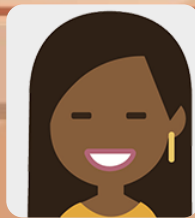
1:1 triaged, private appointments for Universal+ services

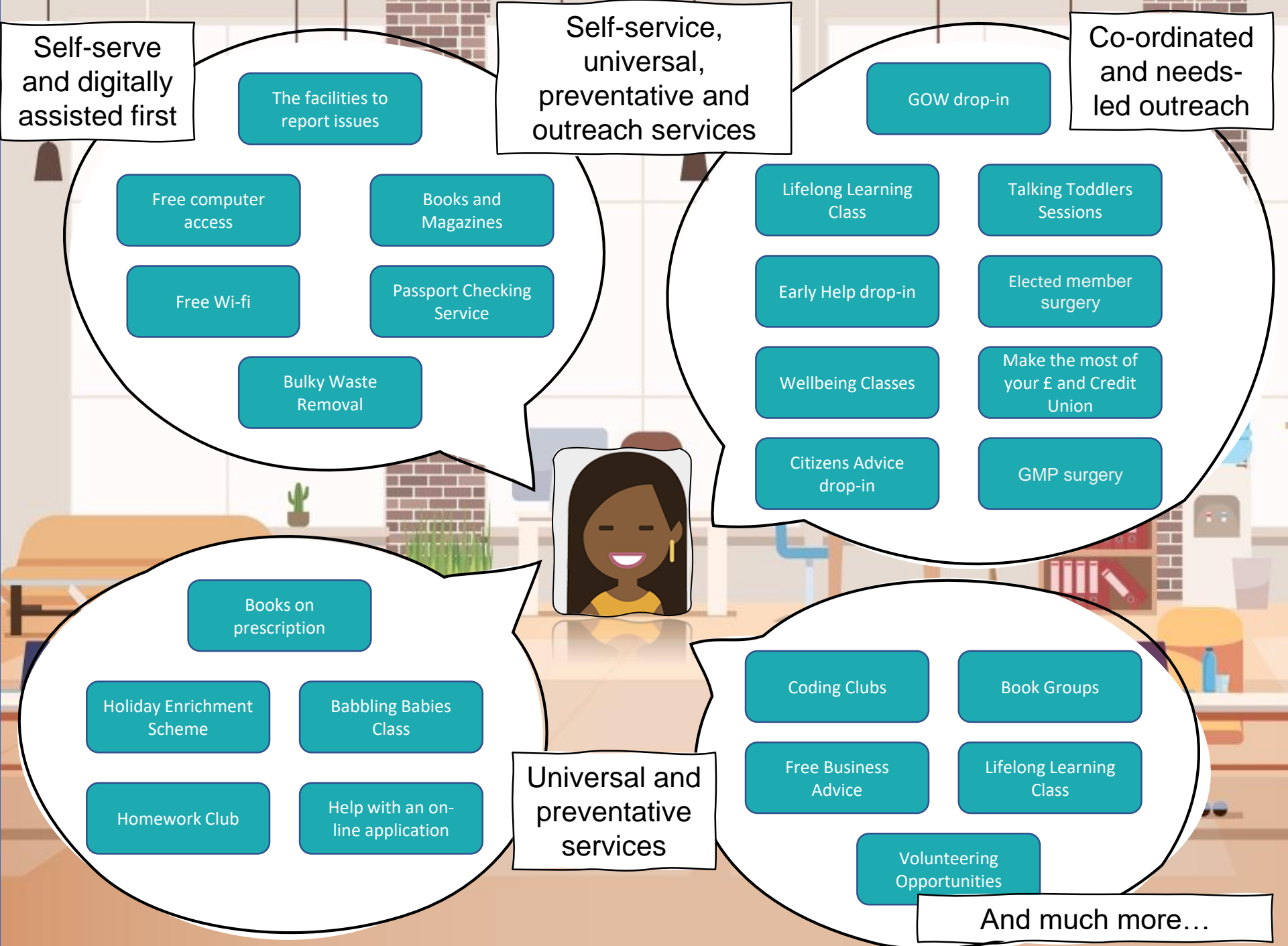


Flexible back office space for problem solving and public meeting space including rooms to hire



Multi-Space environment for use by the community, partners and the VCFSE sector including outreach and prevention activity





Triaged Universal+ services using an appointment-based system made via Contact Centre or public service triage

- Smoking cessation/Weight management
- Early Help appointment
- Team around the school appointment
- Specialist Financial Support appointment
- Clinics e.g. breastfeeding
- TOG Mind appointment
- GOW appointment
- Community Mental Health appointment
- Social prescribing appointment
- Parenting Classes
- VCFSE Crisis Support
- GP appointments
- CAB Appointments
- Age UK/PIP appointment
- Tenancy Support/Housing appointment



# Early thinking on Operational Leadership for the 5 Areas


For discussion and needs further input especially from Health and Care partners.

## Operational Leadership Team Members (minimum)

- Lead elected member (strengthened) \*see overleaf
- District Co-Ordinator
- Neighbourhood Inspector GMP
- PCN lead\* (aspiration is for one team- governance also being considered by Health and Care)
- CHASC lead\*
- Area Team Manager (Early Help)
- Right Start Team Manager
- Neighbourhood Housing Manager (largest RP)

## Roles and responsibilities

- Shared Plan and agreed priorities
- Single outcomes agreement and monitoring
- Resource distribution
- Problem solving – case and place
- Local commissioning
- Single ‘voice’

- 
1. Problem solving meetings (individuals/families)
  2. Theme led problem solving e.g. Ageing Well (place)
  3. VCFSE Network and Resident Insight
  4. Member Casework/All Member Meeting (chaired by Lead Member)



---

# Example: North Area Weekly Meeting

Versions of System Leadership exist in all areas but we need to ensure consistency

## Who attends

- District Coordinator
- Early Help lead
- Action Together lead
- FCHO Lead
- Guinness Partnership lead
- Positive Steps Early Help
- TOG Mind
- CHASC lead
- PCN representative
- Right Start lead
- Age UK
- Welfare Rights

- 30 mins on MS Teams
- Any case can be raised
- Raise area/community issues
- Further 'pop up' meetings to discuss cases
- Looks at cases being raised in Helpline (focus at moment on top 10 repeat callers and getting to the root cause)
- Positive feedback from staff – see the value of working in this way

---

# Democratic role and District working

## Member Feedback

- Want role in shaping how resources are deployed (not just by Oldham Council) but no need to know all the detail of the day-to-day
- A single point of contact via the District team (Co-ordinator role)
- Complex casework support
- Clarify Lead Member roles

## Suggestions

1. Strengthen and clarify Lead Member role
2. Role for members in induction/training of new teams
3. Clear role for Lead Member to chair and co-ordinate member views and feed into the Operational team
4. May need 2 leads for some areas or deputy (political balance)?
5. Supported by joint meetings between all members and the Operational team (frequency?)

---

## Targeting resources between and within areas by using evidence-based profiles

### Example North Area

- Highest Adult Social Care demand of the 5
- Lower for other demand including Children's
- Pockets of high demand within the area mostly around Shaw and Royton town centres across all ages and connected to social housing.

- Evidence Based approach is key (profile attached)
- Each area has different needs and priorities
- All of the 5 Areas have pockets of high demand within them
- We need to target our resources effectively between and within the 5 areas
- Supported by Shared Plans and Shared Outcomes Agreements for each Area

# Draft Timeline: Milestones 2021

Page 18



---

# Member Engagement

- Members provided with a Place Base Integration briefing pack including thumbnail evidence profiles for each area
- A series of Member briefing sessions have commenced
- All sessions will be complete by the end of March
- Members have provided feedback through the briefing sessions

---

# Member Feedback

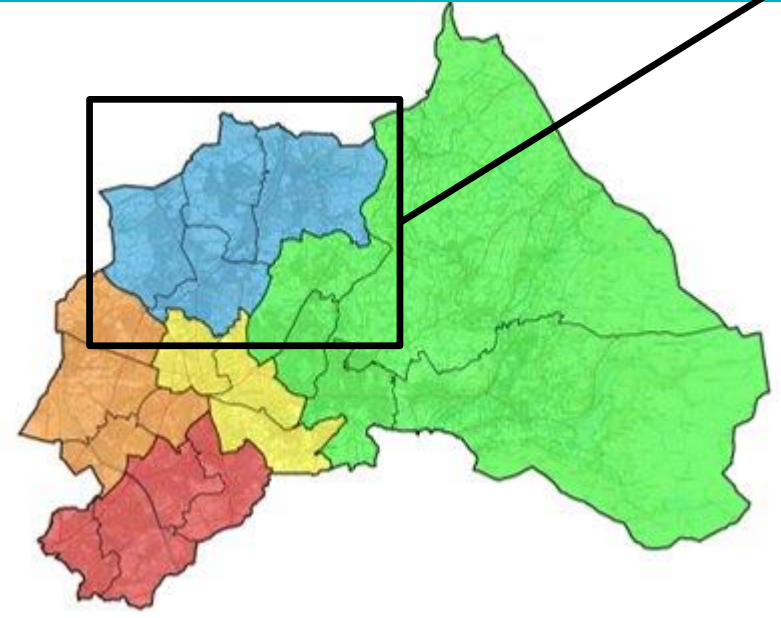
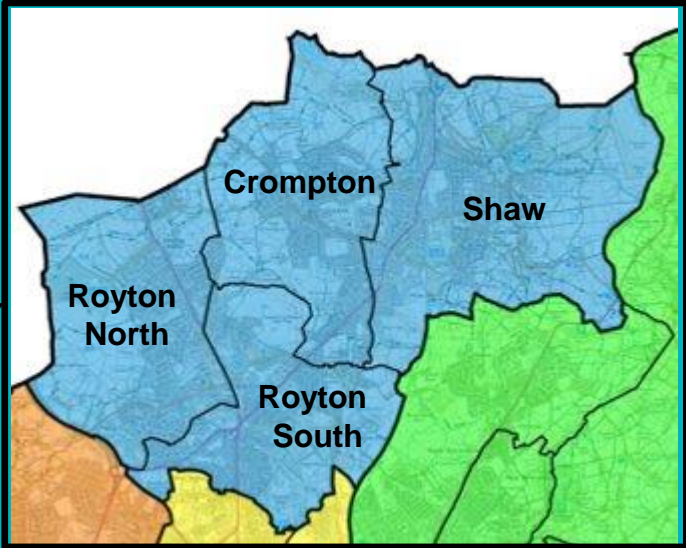
Overall supportive, key themes emerging from initial discussions are

- Lead Member role;
  - Enhanced and Strengthening the role
  - Supportive of being connected into the Operational Leadership team
  - Need for political balance
  - Potential concerns around accessibility by other Members
- A single point of contact via the District team (Co-ordinator role)
- Complex casework support
- Members new ways of working; support to better understanding self-help approach with appropriate support and tools
- Acknowledgement that place base working provides a better approach to new ways of working
- Support for targeting resources using an evidence-based approach
- Members overall really supportive of the place base way of working and keen to understand the operational delivery

# The North – Thumbnail Evidence Profile



**Oldham**  
Council



# North Profile



## Demographics

### Population



41,457  
Smallest Population

### Ethnicity



5% of Residents  
BAME – Lowest in  
Oldham

### Age Profile



Oldest Average Age  
of all 5 clusters  
\*23% of residents 65+

### Population Growth

Only area that has a  
shrinking population.  
Population is  
shrinking in all four  
wards.

### Deprivation (IMD)



No wards in 10% most  
deprived nationally.

### Covid Hub



1,059 requests for  
food, essentials,  
meds or other

## Health & Wellbeing

### Life Expectancy



Female - 81  
Male - 78

### LLTIs



More Long-Term Health  
Conditions than Oldham  
Average

### Health Conditions



Higher than the Oldham  
Average of Dementia,  
Cancer, Heart Disease  
and Strokes

### Social Housing



16%  
\*Oldham Average 21%

### Crime



16.2% of all crime  
committed in  
Oldham

### Fuel Poverty



9% of homes

## Skills, Employment & Economy

### Qualifications



25% No  
Qualifications.  
21% with Degree

### Early Years



77% of children  
achieved the GLD  
in 2019/20

### GCSEs



Grade 4+ in  
English and  
Maths - 62.8%

### Unemployment



6.2%  
Dec 2020

### Self-Employed



2<sup>nd</sup> highest of the  
five regions.  
2,347

### Average Income



£23,835  
Per Household

## Services, Assets & Voting Analysis

### Adult Social Care



1,493 Users

### Adult Social Care



Most Common  
Service Type:  
Home Care

### Children's Social Care

187

Children in Need +  
Child Protection Plans +  
Children Looked After

### Early Help

587

Multi Agency  
Safeguarding Hub  
Referrals

### Assets

80

Including Primary  
Care and Schools

### Voter Turnout

30%

2<sup>nd</sup> lowest of the  
five areas

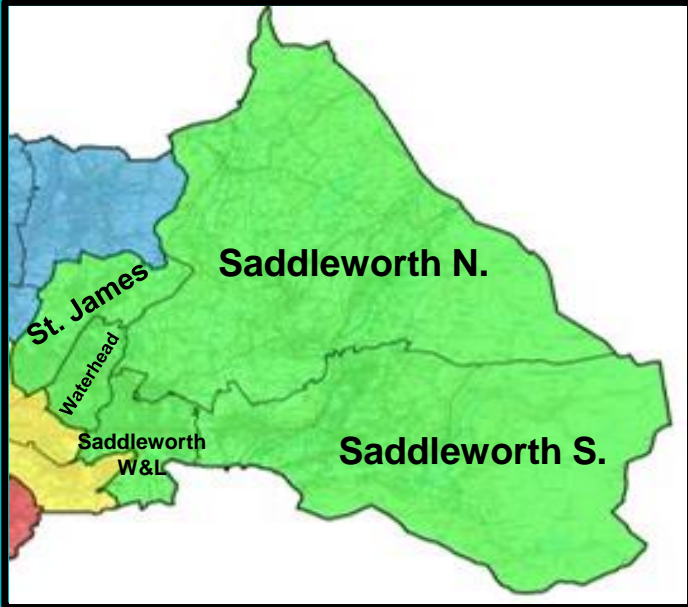
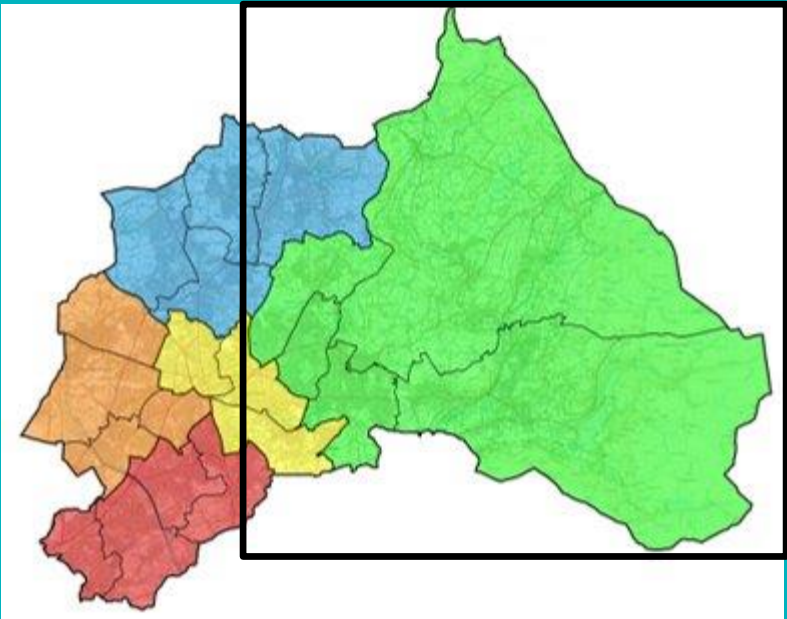


# The East – Thumbnail Evidence Profile



Oldham  
Council

Page 23



# East Profile



## Demographics

### Population



56,583  
Largest Population

### Ethnicity



8% residents BAME.  
Oldham avg. 22.5%

### Age Profile



Most residents aged  
65+

### Population Growth

Saddleworth's population is slowly shrinking, St James' and Waterhead's is growing.

### Deprivation (IMD)



Waterhead is amongst 10% most deprived wards nationally.

### Covid Hub



1,770 requests for food, essentials, meds or other

## Health & Wellbeing

### Life Expectancy



Female - 82  
Male - 79

### LLTIs



18% with Long-Term Health Conditions

### Obesity



9.3% in Reception  
17.3% in Year 6

### Social Housing



15.6%  
\*Oldham Average 21%

### Crime



4% of all crime committed in Oldham

### Fuel Poverty



10% of homes

## Skills, Employment & Economy

### Qualifications



23% No Qualifications.  
27% with Degree.

### Early Years



77% of children achieved the GLD in 2019/20

### GCSEs



Grade 4 + in Maths and English – 61.7%

### Unemployment



6.6%  
Dec 2020

### Self-Employed



Highest of the five regions.  
4,026.

### Average Income



£25,395  
Per Household

## Services & Asset Analysis

### Adult Social Care



1,219 Users

### Adult Social Care



Most Common Service Type:  
Direct Payment

### Children's Social Care

437

Children in Need + Child Protection Plans + Children Looked After

### Early Help

957

Multi Agency Safeguarding Hub Referrals

### Assets

141

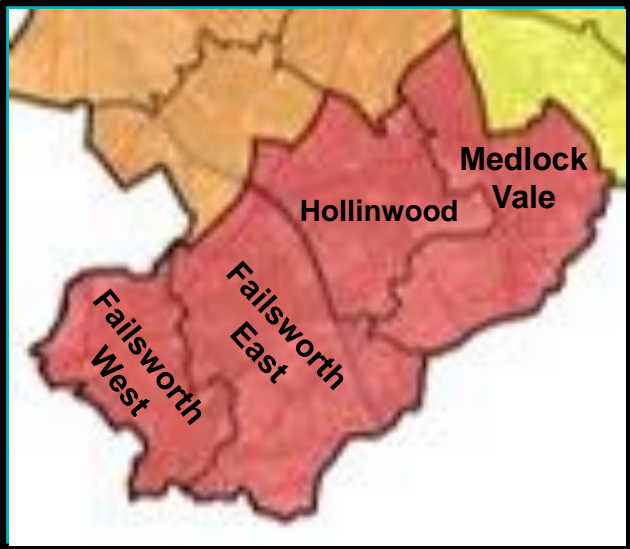
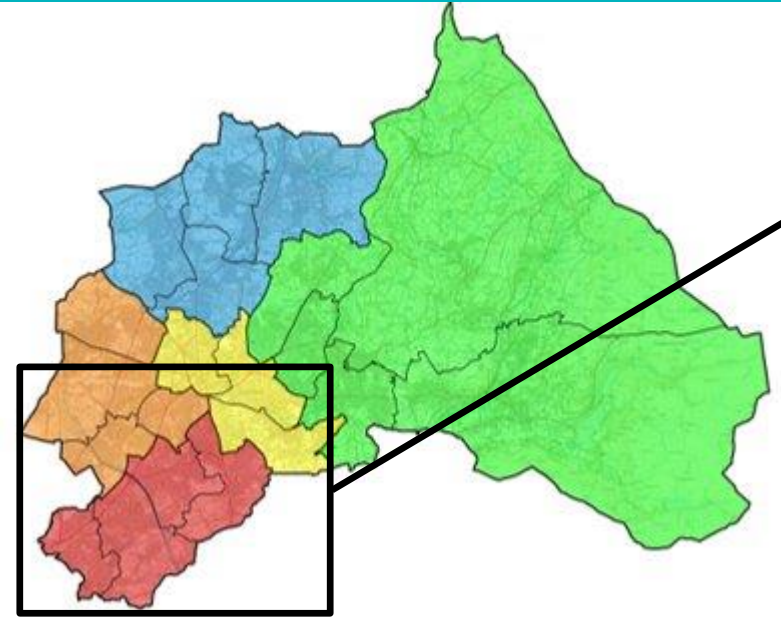
Including Primary Care and Schools

### Voter Turnout

32%

3rd of the five areas

# The South – Thumbnail Evidence Profile



# South Profile



## Demographics

### Population



46,939

### Ethnicity



16% residents  
BAME – Oldham  
avg. 22.5%

### Age Profile



Demographic split  
similar to Oldham  
Average.

### Population Growth

Failsworth's  
population is slowly  
shrinking, whilst  
Hollinwood's and  
Medlock Vale's  
increases

### Deprivation (IMD)

Hollinwood and  
Medlock Vale  
amongst 10%  
most deprived wards  
nationally.

### Covid Hub



**2,039** requests for  
food, essentials,  
meds or other

### Life Expectancy



Female - 80  
Male - 77

### LLTIs



21%  
with Long-Term  
Health Conditions

### Obesity



11.4% in Reception  
23% in Year 6

### Social Housing



26.8%  
\*Oldham Average 21%

### Crime



24% of all crime  
committed in  
Oldham

### Fuel Poverty



14% of homes

### Qualifications



33% No  
Qualifications.  
14% with Degree.

### Early Years



66% of children  
achieved the GLD  
in 2019/20

### GCSEs



Grade 4 + in  
Maths and English –  
51.5%

### Unemployment



10.4%  
Dec 2020

### Self-Employed



2,182  
2<sup>nd</sup> lowest of the  
five regions

### Average Income



£19,559  
Per Household

### Adult Social Care



1,013 Users

### Adult Social Care



Most Common  
Service Type:  
Direct Payment

### Children's Social Care

**515**

Children in Need +  
Child Protection Plans +  
Children Looked After

### Early Help

**941**

Multi Agency  
Safeguarding Hub  
Referrals

### Assets

**62**

Including Primary  
Care and Schools

### Voter Turnout

**30%**

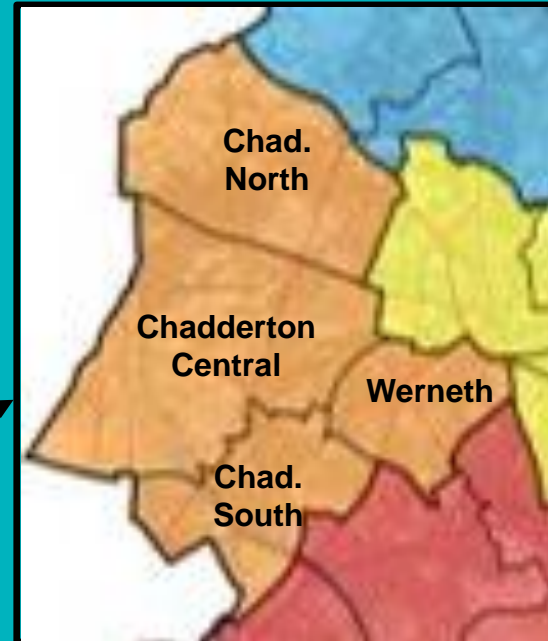
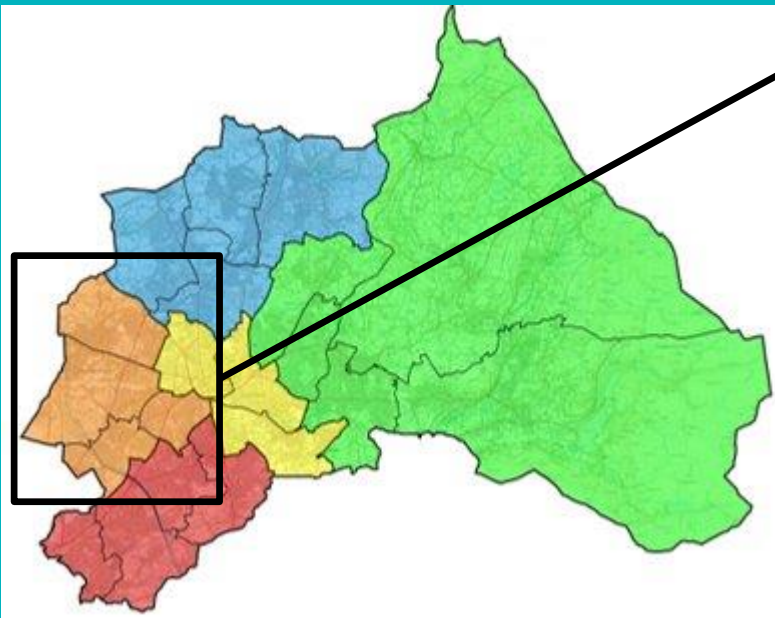
Lowest of the five  
areas

# The West – Thumbnail Evidence Profile



**Oldham**  
Council

Page 27



# West Profile



## Demographics

### Population



47,478

### Ethnicity



31% residents BAME  
– Oldham avg. 22.5%

### Age Profile



Demographic split  
similar to Oldham  
Average.

### Population Growth

Werneth's  
population is  
growing faster than  
Chadderton's.

### Deprivation (IMD)



Werneth is  
amongst 10%  
most deprived wards  
nationally.

### Covid Hub



**1,279** requests for  
food, essentials,  
meds or other

## Health & Wellbeing

### Life Expectancy



Female - 80  
Male - 76

### LLTIs



19.9%  
with Long-Term  
Health Conditions

### Obesity



9.4% in Reception  
24% in Year 6

### Social Housing



21.7%  
\*Oldham Average 21%

### Crime



21% of all crime  
committed in  
Oldham

### Fuel Poverty



14% of homes

## Skills, Employment & Economy

### Qualifications



30% No  
Qualifications.  
17% with Degree.

### Early Years



68% of children  
achieved the GLD  
in 2019/20

### GCSEs



Grade 4+ in  
Maths and English  
59.6%

### Unemployment



8.6%  
Dec 2020

### Self-Employed



2,309  
3<sup>rd</sup> highest of the  
five regions

### Average Income



£20,603  
Per Household

## Services & Asset Analysis

### Adult Social Care



1,287 Users

### Adult Social Care



Most Common  
Service type:  
Home Care

### Children's Social Care

**387**

Children in Need +  
Child Protection Plans +  
Children Looked After

### Early Help

**646**

Multi Agency  
Safeguarding Hub  
Referrals

### Assets

**62**

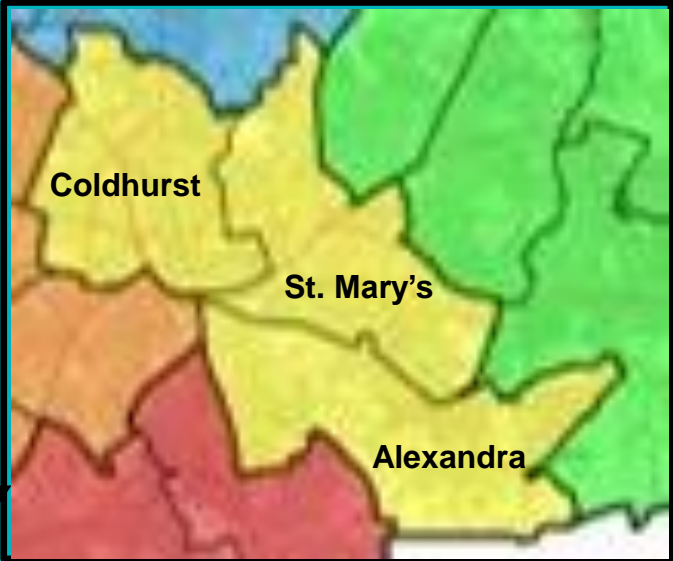
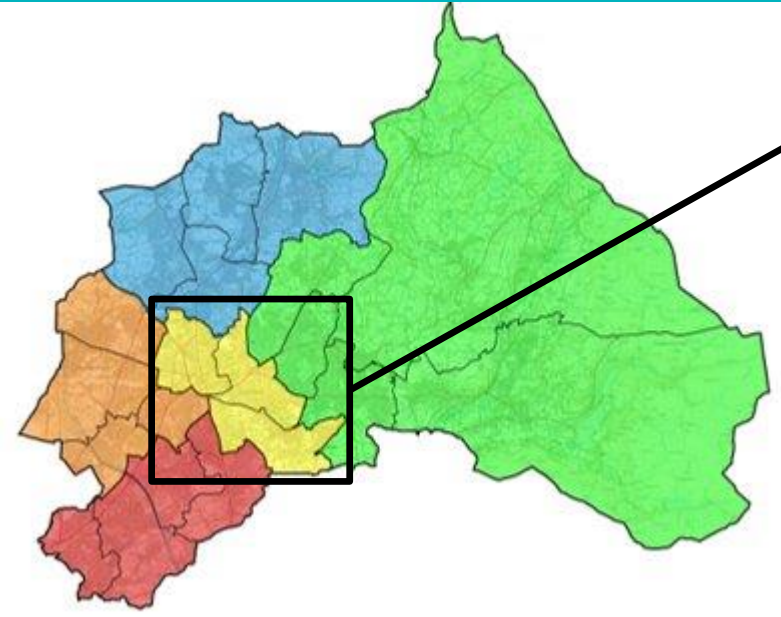
Including Primary  
Care and Schools

### Voter Turnout

**35%**

2<sup>nd</sup> highest of the  
five areas

# Central – Thumbnail Evidence Profile



# Central Profile



## Demographics

### Population



43,466

### Ethnicity



Highest Proportion of  
BAME residents  
59%

### Age Profile



Most 0 – 17s  
Fewest 65+

### Population Growth

Alexandra is the  
Ward with the  
Fastest Growing  
Population.  
(16% 2013 – 2018)

### Deprivation (IMD)

Coldhurst and St  
Mary's are  
amongst 10%  
most deprived wards  
nationally. Alexandra  
is amongst top 1%.

### Covid Hub



**2,405** requests for  
food, essentials,  
meds or other

## Health & Wellbeing

### Life Expectancy



Female - 77  
Male - 73

### LLTIs



21%  
with Long-Term  
Health Conditions

### Obesity



11% in Reception  
25% in Year 6

### Social Housing



39.5%  
\*Oldham Average 21%

### Crime



34% of all crime  
committed in  
Oldham

### Fuel Poverty



20% of homes

## Skills, Employment & Economy

### Qualifications



41% No  
Qualifications.  
11% with Degree.

### Early Years



60% of children  
achieved the GLD  
in 2019/20

### GCSEs



Grade 4+ in  
Maths and English  
49%

### Unemployment



Highest of the five  
areas  
15.3% - Dec 2020

### Self-Employed



1,569  
Lowest of the five  
regions

### Average Income



£15,000  
Per Household

## Services & Asset Analysis

### Adult Social Care



1,197 Users

### Adult Social Care



Most Common  
Service Type:  
Home Care

### Children's Social Care

**646**

Children in Need +  
Child Protection Plans +  
Children Looked After

### Early Help

**1,071**

Multi Agency  
Safeguarding Hub  
Referrals

### Assets

**71**

Including Primary  
Care and Schools

### Voter Turnout

**39%**

Highest of the  
five areas