

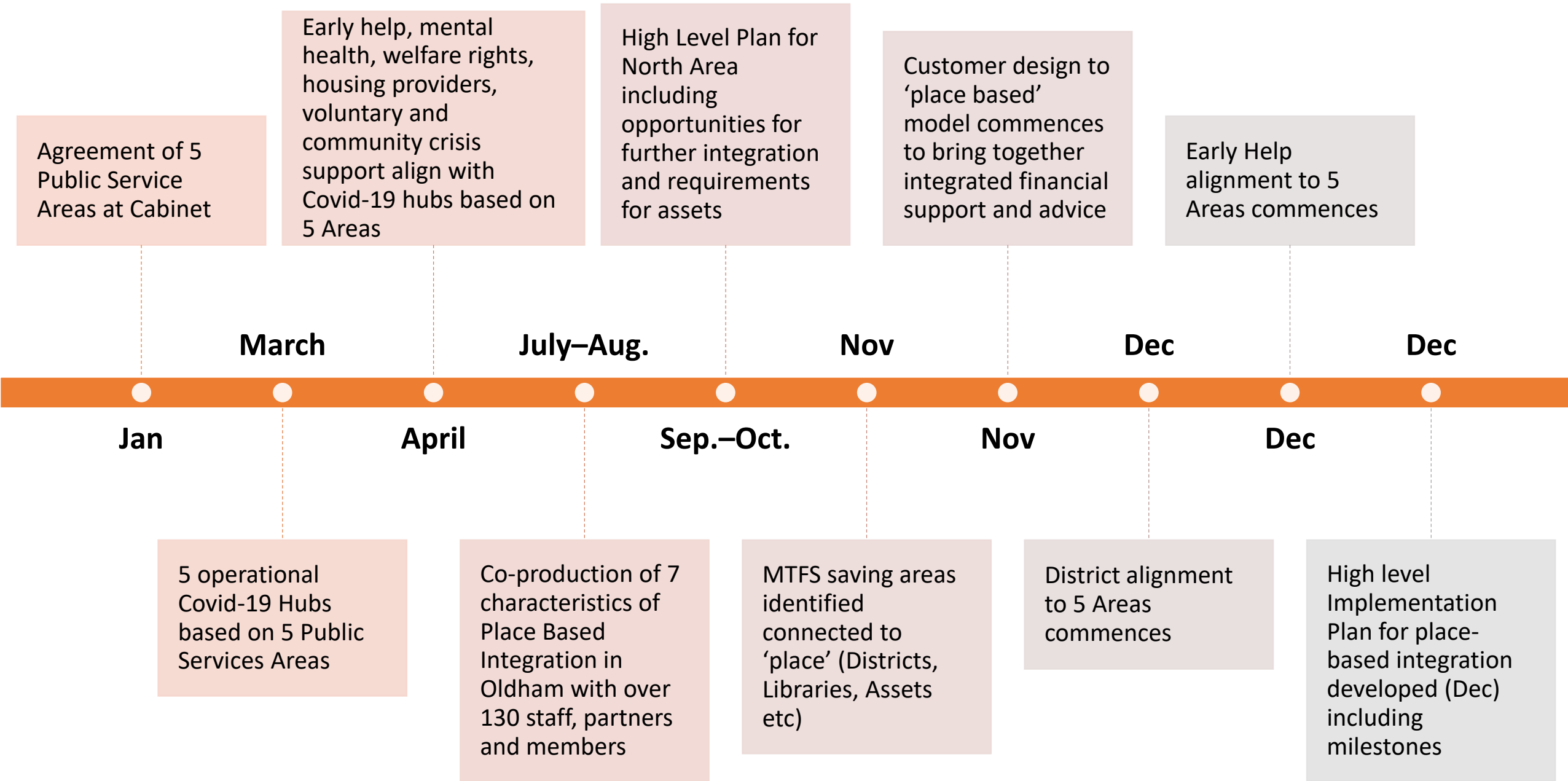
# Place Based Integration

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

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# Place Based Integration Highlights 2020



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## 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.

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## 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.

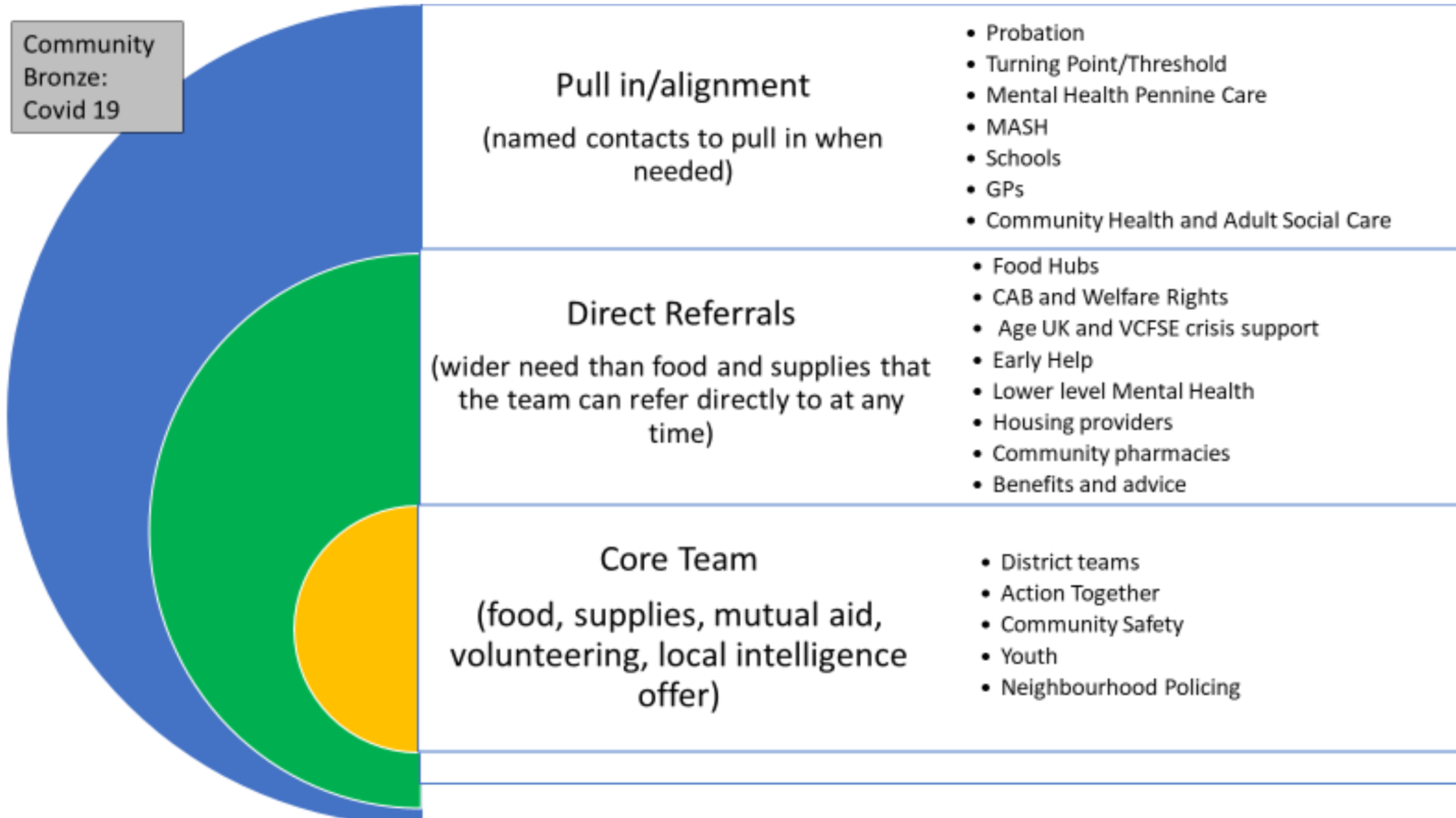
# We already have lots of good practice to align together in the 5 Areas;

- 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



# COVID-19 has accelerated Place Based Working

Community  
Bronze:  
Covid 19



# 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**

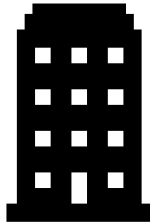
- Fewer but better buildings
- A campus of facilities for residents and staff

## **Enablers** **Julia Veall**

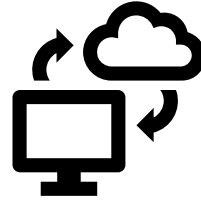
- Workforce - Systems Leadership and Place Based Teams
- Financial Sustainability including the Business Case and Savings
- Information, Technology
- Communications and Engagement

# Responding to the financial challenge

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

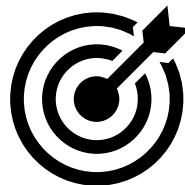


Costs of our current workforce and Benefits of merging and redesigning teams and roles to 'place' with less hand offs (including commissioned services)

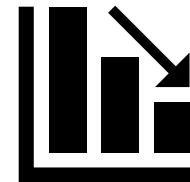
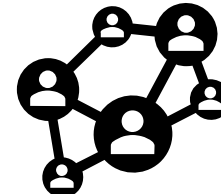


# Developing a Business Case

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.”

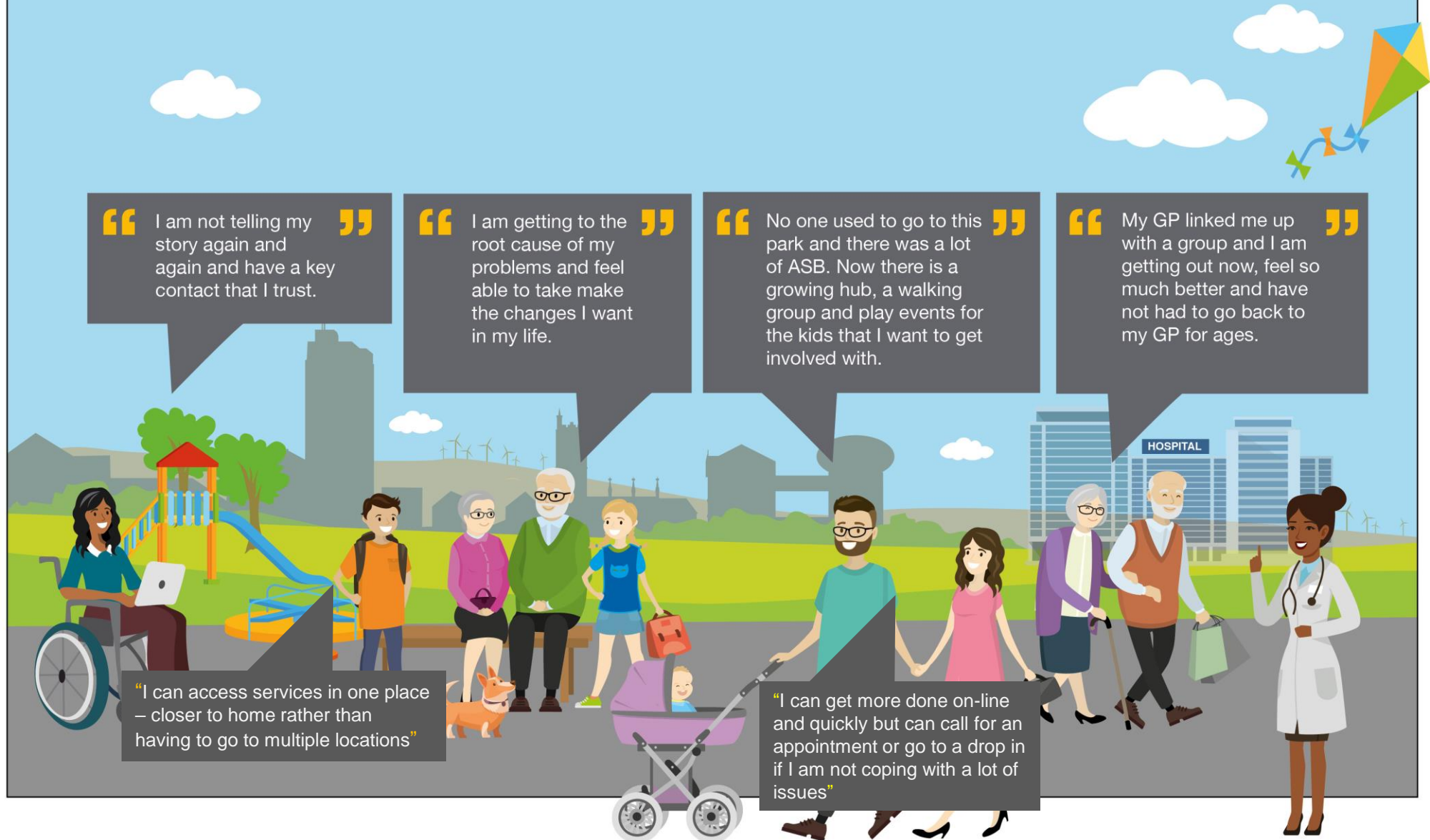
“ No one used to go to this park and there was a lot of ASB. Now there is a growing hub, a walking group and play events for the kids that I want to get involved with.”

“ 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



Self-serve and digitally assisted first

- The facilities to report issues
- Free computer access
- Books and Magazines
- Free Wi-fi
- Passport Checking Service
- Bulky Waste Removal

Self-service, universal, preventative and outreach services

- GOW drop-in
- Lifelong Learning Class
- Talking Toddlers Sessions
- Early Help drop-in
- Elected member surgery
- Wellbeing Classes
- Make the most of your £ and Credit Union
- Citizens Advice drop-in
- GMP surgery

Co-ordinated and needs-led outreach

- Books on prescription
- Holiday Enrichment Scheme
- Babbling Babies Class
- Homework Club
- Help with an on-line application



Universal and preventative services

- Coding Clubs
- Book Groups
- Free Business Advice
- Lifelong Learning Class
- Volunteering Opportunities

And much more...



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

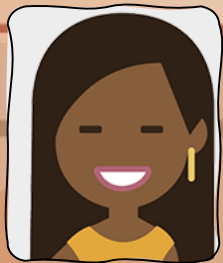
VCFSSE Crisis Support

GP appointments

CAB Appointments

Age UK/PIP appointment

Tenancy Support/Housing appointment



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# 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)

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# 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

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# 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?)



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## 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



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# 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

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# 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