

Report to Policy Overview and Scrutiny Committee

Place Based Working

Portfolio Holder:

Councillor Jean Stretton

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20th September 2022

Purpose of the Report

Placed Based working is a key area of transformation within the Corporate Plan aiming to deliver more and more locally, across our five districts. This report will update the Committee on current progress along with some future suggested areas of exploration to check on progress of implementation.

Recommendations

Committee to note the current progress and consider areas of exploration along with the recommended quick wins.

Placed Based Working

1.0 Background

Place-based integration (PBI) is a person-centered, 'bottom-up' approach used to meet the unique needs of people in one given location. This is achieved by public and community services working together to use the best available resources whilst collaborating to share local knowledge and insight. By working in partnership with residents, it aims to build a picture of the system from a local perspective, taking an asset-based approach that highlights the strengths, capacity, and knowledge of all individuals and groups involved.

To date Oldham's PBI approach has been iterative, based on testing and learning. In September 2021 a deep dive report was presented to Leadership on the role of district working and place-based integration. This provided the background and current position of district working/ PBI across Oldham and its evolution over the past 10 years. The discussion with Elected Members was positive, focusing on the need to progress the implementation of PBI, particularly operational arrangements and local governance.

Throughout 2021/2022 the programme has made demonstrable progress against the following areas:

- Geographical segmentation to five places, aligned to the Primary Care Networks, Neighbourhood Policing and the CVS through Action Together.
- Alignment of services to the place including Community Safety, Early Help, Neighbourhood Policing, Youth, District Teams, Social Prescribing and Community Development. Housing provider representatives agreed for each place. Further alignment is required to include environmental services and public protection as well as key partner agencies such as DWP.
- Progress made including co-terminus geographical and service alignment, good CVS, strong partnerships and Member engagement.
- Governance established across the partnership; Public Service Reform Board, PBI Strategic Steering Group
- Scrutiny Task and Finish Group in development focusing on key areas of PBI implementation including CVS capacity and resident awareness
- Targeted workstreams established including workforce reform, PBI Hubs, Early Intervention & Prevention, District governance
- Alignment of PBI as key enabler in the Oldham Plan
- Development of the PBI Vision and Principles to be presented at the PSR Board (September)
- Launch of Planning for Real sessions in the South, further dates planned to December including evidence profiles
- Development of a workforce plan including strength-based training
- Development of a resident offer within place focused on Cost of Living
- PBI Hub Development with key sites identified.

2 Current Position

Place Based Working/Integration is a key area of work under the council's public service reform transformation programme and Corporate Plan. This report is to be read in conjunction with the Terms of Reference and background presentation in appendix 1 and 2.

Initial discussion has taken place through a task and finish group which has been convened by Cllr McLaren. The meeting was to discuss the implementation of place-based working and integration across Oldham and the active role of scrutiny within this. Sayyed Osman the Deputy Chief Executive provided a presentation describing the Oldham journey to date, the drivers for change and opportunities associated with place-based integration and next steps.

The group highlighted the complexity of the programme which is far reaching and encompasses the whole system. This will require further discussions to drill down into key parts of the programme. Whilst the shift towards local delivery is welcomed, this needs to take account of the current inconsistency and fragmentation in the types of support residents receive across the borough as well as their understanding of what this offer is. This is closely connected to the resident "customer" offer within place and how easily they can seek timely information, guidance and practical support.

The group noted the important contribution made by community and voluntary partners, particularly demonstrated through Covid. However, the sector faces real challenges in attracting and maintaining volunteers, particularly younger residents, as well as challenges in securing funding, managing buildings, and legal understanding as examples. There was agreement on the need for better infrastructure support.

3. Key Issues/recommendations for Policy Overview and Scrutiny Committee to Discuss

This is a very major transformation and change programme that is likely to be iterative over many years. The table below suggests some key themes for exploration noting that Senior Responsible Officers are already actively working on every theme. It is recommended if agreed that that these themes can be the subject of future scrutiny committee meetings.

Council Executive Team Sponsor – Sayyed Osman, Deputy Chief Executive.

Theme	Description	Senior Responsible Officer
PBI – Develop a consistent Place Governance framework	It is recognised that the Governance in each place to drive forward Placed Based working across the partnership needs to be further developed. How we bring together partners to discuss Place and People issues is critical to the success of PBI along with how members are involved.	Neil Consterdine /Simon Shuttleworth/Chantel Brown
Case Work - Develop a consistent approach to	The group noted the challenge of inconsistency in the support offer	Neil Consterdine

support case work and its management.	available to residents living in different parts of the borough. The approach to case management and service alignment as part of place-based working is part of the solution.	
Customer Service - designed with a 'Resident Focused' approach.	Further exploration of the resident "customer" offer within place, ensuring this is fit for purpose, responsive to local need and easily accessible. This will increase resident trust in the council and partners.	Dominic Whelan
Volunteering – create the infrastructure to support the growth and sustainability of volunteer lead solutions.	Further develop the community, voluntary sector offer as part of the programme in recognition of their contribution and to provide sustainable support and capacity. A focus on capacity building and volunteering are key strands of this.	Neil Consterdine
Voluntary Community Faith Social Enterprise / Charity Sector – To strengthen capacity and the resilience of the sector.	The council is seeing to promote asset-based community strength approach that makes best use of local facilities delivering more support and services through the VCFSE sector. To support this approach, it is recognised that we need to develop capacity and resilience within our communities.	Neil Consterdine
Residents First – Brand chosen by the Leader to work with all council and Partner initiatives e.g. Don't Trash Oldham.	To further develop the branding and communication of place-based working based on a resident focus. The aim being to ensure the place offer is well understood and meaningful to residents. Members would be keen to help with this.	Shelly Kipling
Family Hubs – The council has been invited to submit proposals for the Government funded programme.	The Family Hub approach is a national pilot programme that promotes a transformational approach to delivering services and support to families, parents and children in a Place Based setting. This would involve Children's centres, 0-19 services, Library and life-long learning services.	Richard Lynch / Katrina Stephens
Early Intervention and Prevention – recognise the way forward to reduce demand is to work much more upstream to help the resilience, capacity and ability of our residents to remain independent.	To further explore and understand the all-age early intervention and prevention strategy, ensuring residents are supported at the right time.	Katrina Stephens

To compliment the above, the council is also working to deliver a package of support as part of its response to 'Cost of Living' challenges alongside this the task and finish group wishes to consider looking at some key areas to support some early wins. This would be on the basis of a test and learn approach. Having a go at doing and co-producing with

communities. This would then allow sharing of good practice to upscale and implement across the borough.

- Test and learn from the volunteer led work such as Hathershaw, Womble – Promote environmental schemes that involve local residents working with a key voluntary group to organise litter picks, clean ups, assistance with enforcement, engage and involve neighbours in the solution. Promote inclusion, friendship, use untapped skills, create sense of community.
- Promote more volunteering. Host workshops in every district where officers, Partners and stakeholders who have 'know how' are available to support residents with ideas to facilitate and empower solutions. This could be sharing case studies of existing models, promoting good projects, having a clear package of support.
- The Oldham free newspaper should have a community section that promotes, gives recognition and celebrates volunteering.

4. Links to Corporate Outcomes – An Inclusive Economy

The Corporate Plan sets out how we will help to uplift every resident. It's there to ensure every effort and every penny goes towards improving services to residents, and on the things that matter most to them.

Our priorities as set out in the plan are:

- Healthy, safe and well supported residents
- A great start and skills for life
- Better jobs and dynamic businesses
- Quality homes for everyone
- A clean and green future

To help us achieve these priorities we will all continue to put residents at the heart of everything we do. This means supporting our local leaders, taking ownership of our work, focusing on high performance and consistently demonstrating a commitment to making Oldham a better place. To enable this over the course of the next five years we will be focusing on four areas of transformation to make our services as good as possible. One of these is Placed Based Working - aiming to deliver more and more locally, across our five districts.

5. Consultation

The voice of residents and a wide range of providers / stakeholders has been and will continue to be central to this agenda.

6. Appendices

Appendix 1 – Terms of Reference



Policy and Overview
Scrutiny Place Based I

Appendix 2 – Briefing Presentation Placed Based Working



Place Based Working
briefing presentation .