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Report to **POLICY OVERVIEW AND SCRUTINY COMMITTEE**

## **Placed Based Integration**



**Portfolio Holder:**

Councillor H Roberts – Cabinet Member for Neighbourhoods

**Officer Contact:** Sayyed Osman – Deputy Chief Executive

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**21<sup>st</sup> March 2023**

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### **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 the next step recommendations to continue the work.

**Placed Based Integration**

**1 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.

**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. In September 2022 Policy Overview and Scrutiny Committee agreed the terms of reference of a task group to investigate Council Policy and Implementation of Place Based Integration. Thematic key areas were agreed for the task group to discuss along with officer support. See table 1 below.

**Table 1**

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

| Theme   | Description   | Senior Responsible Officer                         |
|---|---|--|
| <b>PBI – Develop a consistent Place Governance framework</b>                              | 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 |
| <b>Case Work</b> - Develop a consistent approach to support case work and its management. | The group noted the challenge of inconsistency in the support offer available to residents living in different parts of the borough. The approach to case management and service  | Neil Consterdine                                   |

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|   | alignment as part of place-based working is part of the solution.  |                                  |
| <b>Customer Service</b> - 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                   |
| <b>Volunteering</b> – 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                 |
| <b>Voluntary Community Faith Social Enterprise / Charity Sector</b> – 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                 |
| <b>Residents First</b> – 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                   |
| <b>Family Hubs</b> – 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 |
| <b>Early Intervention and Prevention</b> – 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                 |

Discussions have been ongoing for each thematic area and the notes from these can be seen in **appendix 1**.

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

Following the task groups thematic sessions with officers' members noted the good progress of PBI and association programmes. They also identified several key recommendations that may need further work, areas that were in progress that would be helpful to keep track on along with some general observations. These are identified in table 2 below..

**Table 2**

| <b>Theme</b>   | <b>Recommendation/ Further work/ Observations</b>   |
|--|---|
| <p>What is meant by Local Leadership?</p> <p>Further thought should be given to the Elected Members' Development Programme and what could be included.</p> | <p>Recommended that the members development programme includes:</p> <ul style="list-style-type: none"> <li>-The role of a Local Leader</li> <li>- Understanding PBI, Residents First and the role of Elected Members within each district/family hub</li> <li>– Explore the role of Elected Members in supporting volunteer led organisations.</li> </ul>   |
| Branding of Buildings  | <p>Recommended that there needs to be a consistent approach to branding. This should be a welcoming offer, with clear guidance for the residents/customer journey within each of our buildings together with a resident focused layout. <i>This recommendation is already in progress.</i></p>  |
| PBI - PBI buildings, District Teams, ways of working and partners organisations  | <p>Recommended that future locations should be linked to transport and free car parking facilities, where possible in areas where shopping and other services are available. <i>The location of the resident facing and staff sites (which includes partners is already well developed)</i></p> <p>Recommendation to continue involving partners in PBI. <i>This is currently being addressed through PBI governance.</i></p> |
| Alignment of Family Hubs and PBI   | <p>Recommended that Family hub sites need to be accessible, able to offer a range of services to families within the local community and they should also be aligned to the PBI sites. <i>This recommendation is already in progress.</i></p>   |
| Workforce development  | <p>It was recognised that the development of the workforce is an essential aspect of this programme and work was already established. It is recommended that there will be a need for a continuous programme of in-service training to take account of changing circumstances and emerging ideas.</p>   |
| Residents First – Alignment to PBI   | <p>It is recommended that Residents First Programme should be a work stream within the overarching PBI Programme along with ensuring other services such as Communications, Libraries, Parks, Youth Services, Lifelong Learning are part of this. <i>Early rollout of this</i></p>  |

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|  | <i>across the organisation has commenced.</i>  |
| Residents First - A directory of services should be developed                  | This is being developed via the Residents First programme and will feed into an enhanced version of the Councillor casework document. This is intended to be an internal directory, not public-facing, and not to bypass existing methods of reporting high-volume transaction service-requests, such as potholes and flytipping.  |
| Prevention   | <p>Alongside the prevention work mapping the current offer, including grant funding and commissioning to the VCFSE sector, it is necessary to consider how to ensure that this is aligned to key strategic priorities including PBI. Also, there is a need to consider how investment might be shifted into community led prevention.</p> <p>The Priority Programme Fund currently provides grants to several organisations. However, this is only part of the picture so it will be necessary to consider this funding within the whole VCFSE programme and prevention offer. It is recommended, therefore, that it would be helpful to review the current Council grants within this programme and bring forward some further suggestions for future spending. <i>This recommendation is programmes as part of the wider prevention framework.</i></p>   |
| Voluntary Community Faith Social Enterprise / Charity Sector - Action Together | <p>It is recommended that the current Task and Finish Group members review the Action Together Service Level Agreement and impact, meet with Action Together and identify any areas for increased focus or further development.</p> <p>In addition, it is recommended that a review of the Quality in Action Award is undertaken to ensure that it is still appropriate for all groups to complete and whether there might be a simplified version for some of the smaller voluntary sector groups.</p> <p>It is recognised that volunteers can be difficult to attract, often lack expertise and subsequent management of them has become more of a challenge for voluntary sector organisations. Volunteering has also been adversely affected by the cost-of-living crisis and the time given to volunteering has, therefore, reduced. As part of the discussions with Action Together it is recommended:<br/> To review how volunteers are currently advertised for centrally.<br/> Actively seek people to volunteer and develop a campaign.<br/> Promote volunteering in place.<br/> Review the training offer which should also include succession planning</p> |

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| Community Asset Transfers | It is recommended that this is reviewed to ensure the process for application is a supportive approach for mutual benefit including support around the legal and business planning aspects of this. The community use of assets is a continuing problem. |
| Procurement               | It is recommended that a review of the role of social value procurement in delivering benefits to the VCFSE sector.  |

## 6. Links to Corporate Outcomes

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.

## 7. Consultation

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

### 7. Appendices

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| <b>Appendix 1 - Notes from meetings</b> | <br>Notes Key<br>Discussion Points ta |
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