



Welcome -
you are now
IN Salford



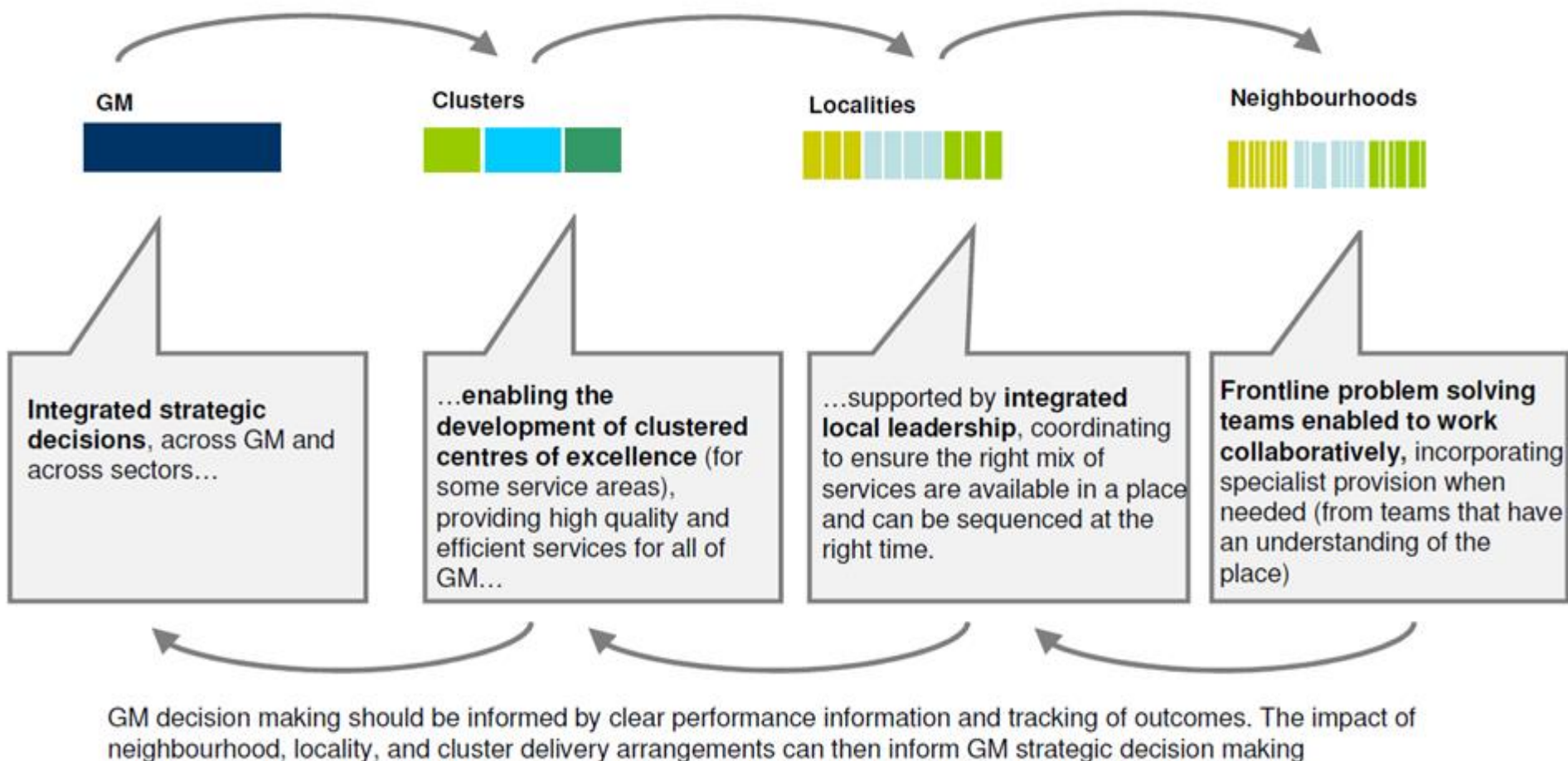
iNetwork annual conference, November 2016: Place based leadership in Salford

Debbie Brown Director of Service Reform



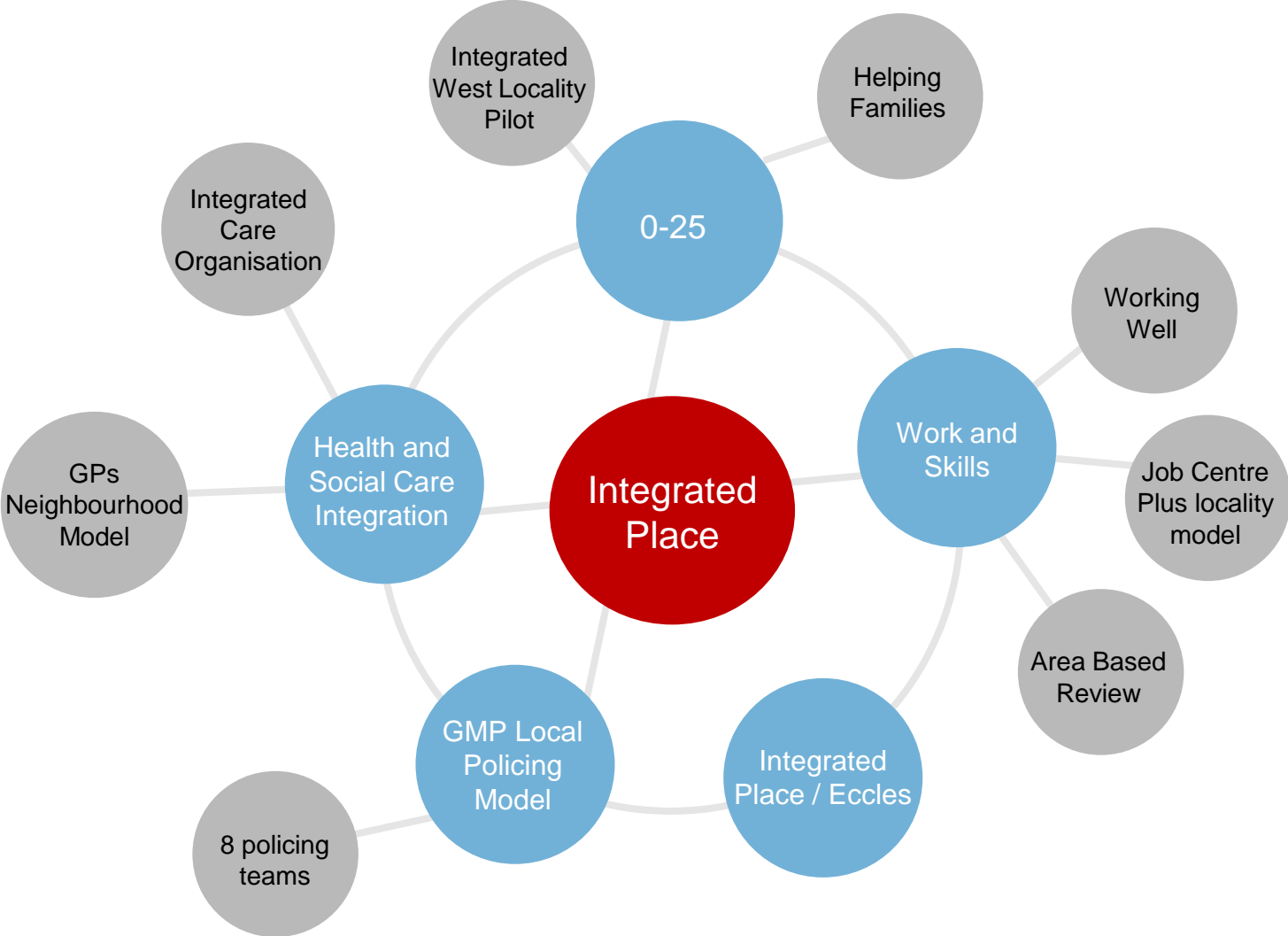


A placed based integrated model of reform





How do we connect with other placed based models?



GMP demand reduction pilot - Armitage Estate in Little Hulton, selected for its higher volume of reported low level crime.

Bridge Partnership: Salford wide, but co-located, multi agency team based at the Civic Centre in Swinton

CRIT- Salford wide pilot with vehicle based at Agecroft Fire Station in Pendlebury

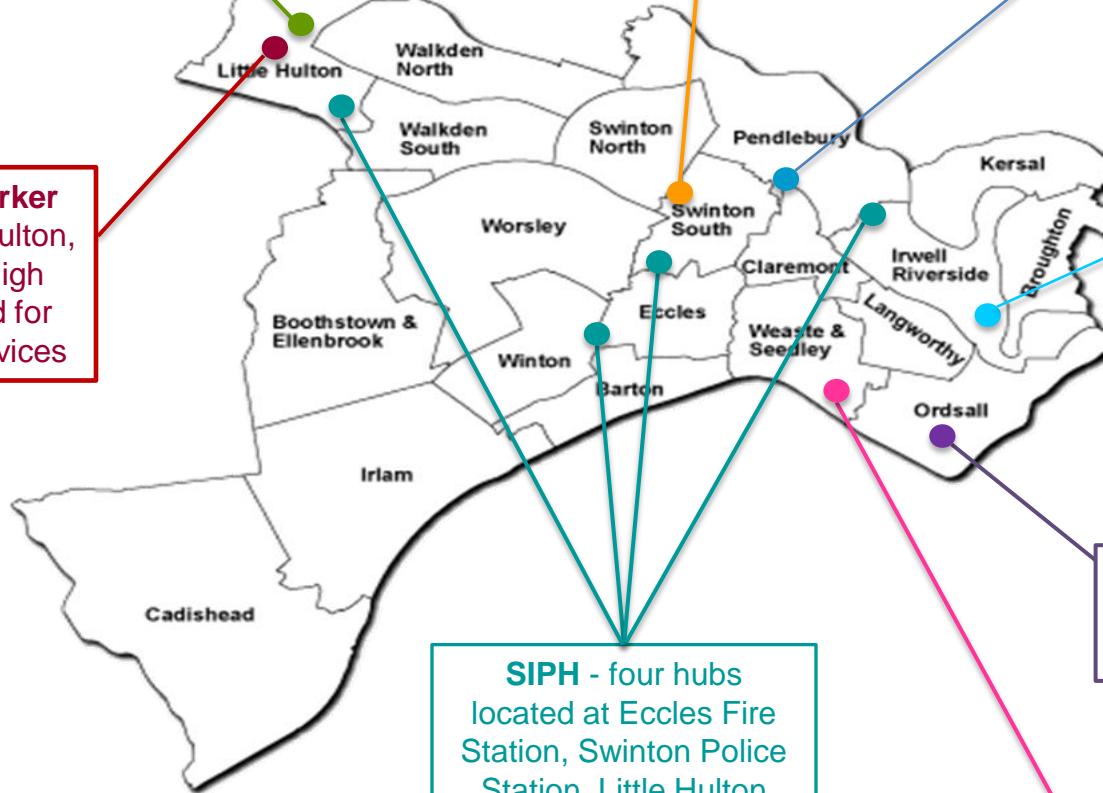
0-25 key worker pilot - Little Hulton, due to the high level of need for specialist services

0-25 behaviour change pilot - will run in Broughton, Irwell Riverside and Kersal, and within the catchment area of the Albion Academy and its feeder primary schools.

Salix Universal Credit Pilot, to encourage responsible tenancing

SIPH - four hubs located at Eccles Fire Station, Swinton Police Station, Little Hulton Children's Centre and The Beacon Centre in Charlestown

ICO, Community Services - Salford wide, but based at Salford Royal Hospital in Weaste



**Usual approach-
pilots and
more pilots...**



What's agreed – November '16

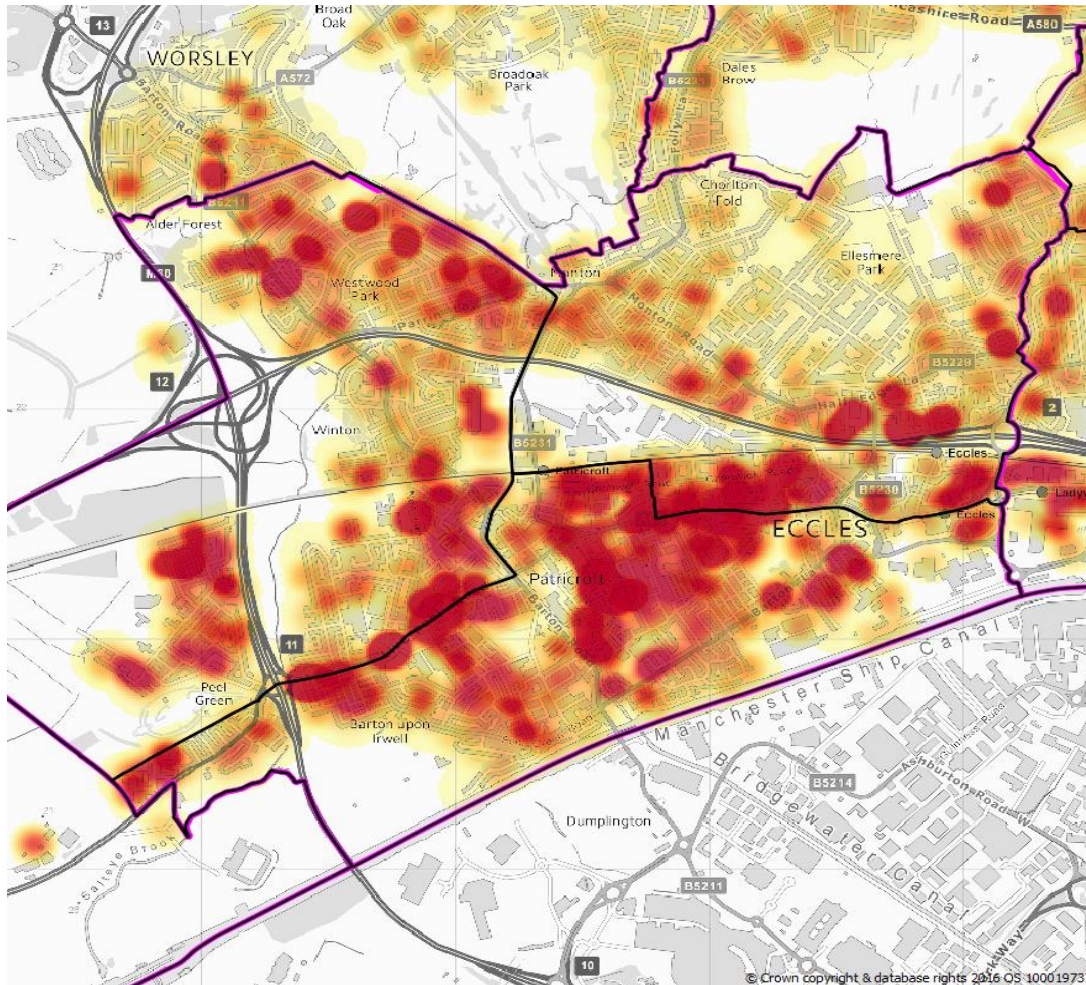
- Bring together partner services to test a framework for an all-age integrated place based approach to the delivery of neighbourhood services.
- Salford's early adopter site is Eccles.
 - Evidence based approach based on understanding of universal, targeted and specialist demand across the city.
- Focus of the pilot will be local demand for services that presents itself through the front door (both people and placed based services). Identified initially by debt (council tax and rent arrears) and anti-social behaviour.
- Core objectives focus on system reform; development of multi-skilled cross organisational roles; opportunities for pooled resources and budgets; and development of a single outcomes framework.



Key objectives

- Test the benefits of an integrated locality team under a single management structure co-produced with front line staff.
- Explore the skills required for integrated working at a neighbourhood level and develop multi-disciplinary cross-organisational roles.
- Explore opportunities for pooling partner resources, removing duplication and reducing costs.
- Explore the potential for system reform – identifying redundant hand-offs; inconsistent thresholds / referral points; avoidable or failure contacts and potential for system efficiencies.
- Develop a Shared Outcomes Framework across services.
- Focus on identifying early intervention opportunities.

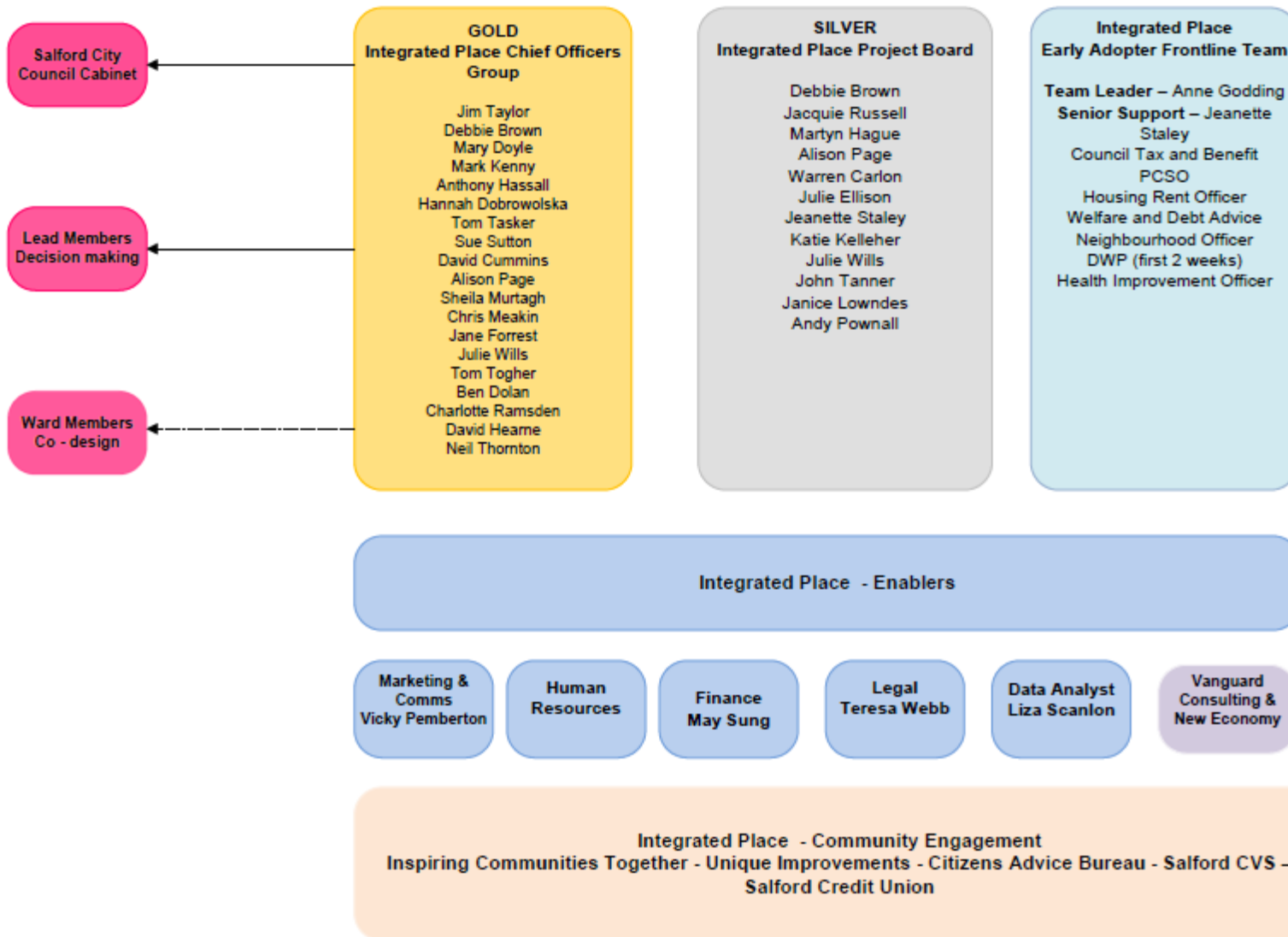
Demand in Eccles



- High contact demand for GMP, housing and SCC services
- Population outcomes better than average
- Diverse and changing population
- Older people demographics and outcomes
- 2,526 adults earn less than £10k /year; 55 adults earn in excess of £100k /year
- 481 people are in the lowest 5% affluence band
- 2,220 people have no qualifications
- Strong town centre identity and partnership
- CCG / VCS assets pilot on GP non-clinical demand
- Partner support



Who is involved?





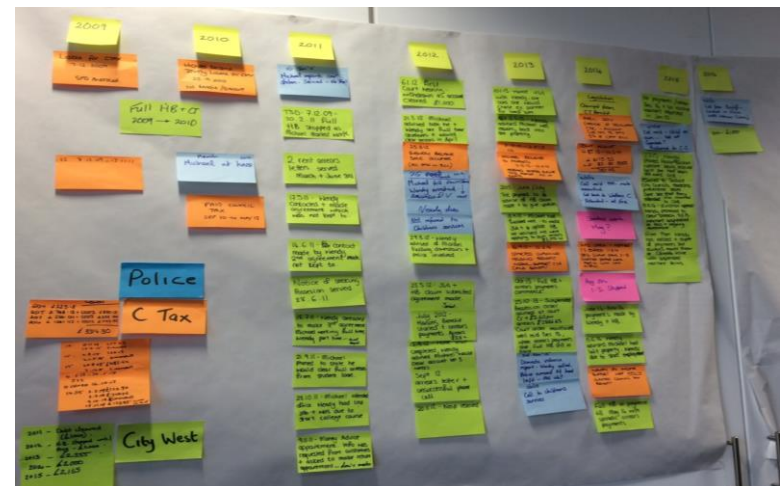
What we've agreed to

- Commit operational resources to create a team.
- Commitment to testing new ways of doing things and being open to honest and challenging feedback. Don't pre-empt the learning.
- Stay the course.
- Resist going back to business as usual.
- Be willing to explore connections with other developing place models

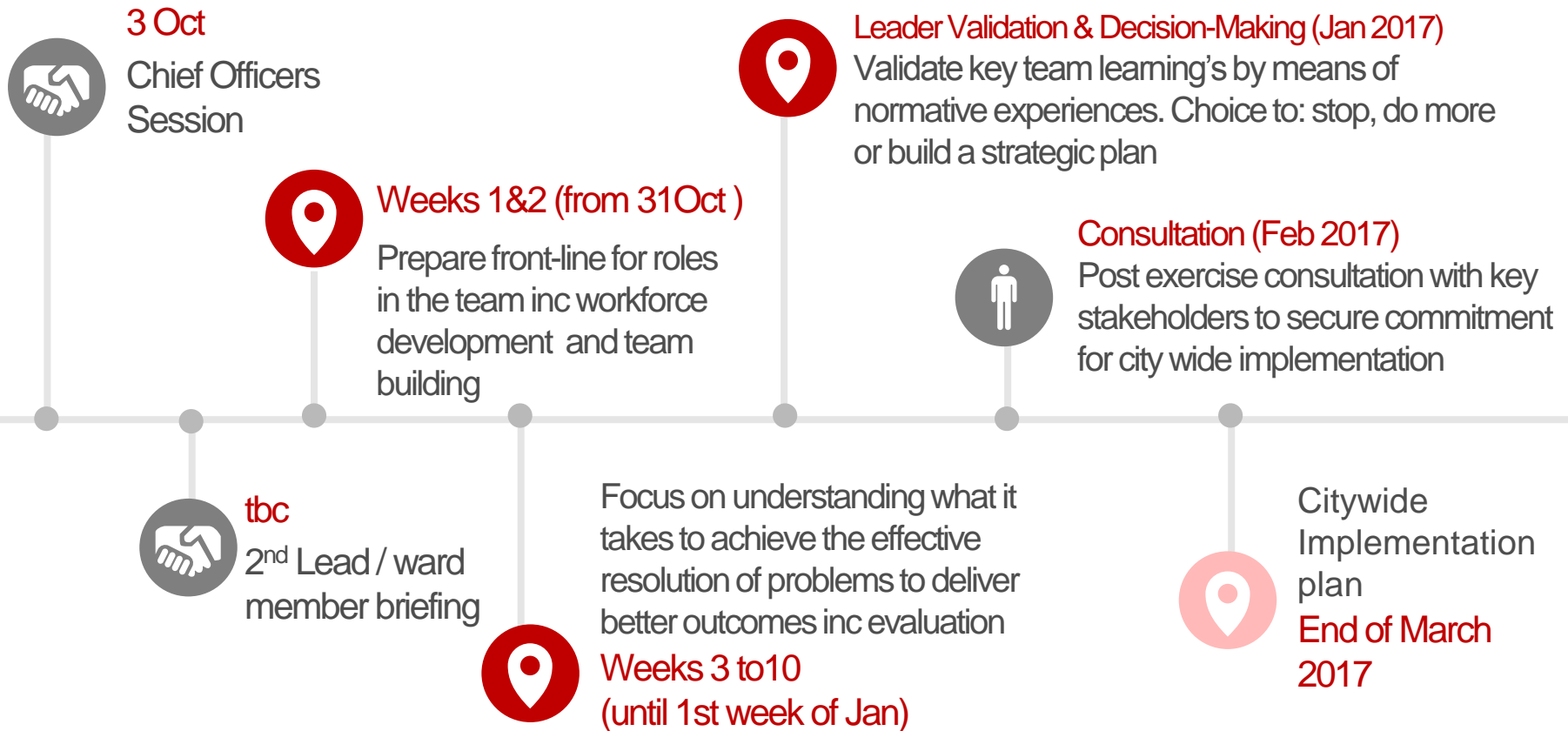
What we've learnt so far



- 60% of service demand is actually created by the system (us) and not the customer.
- Service resource becomes far more intensive in later years / crises points.
- Often all the customer wanted resolved was something very simple. For example:
 - The right information at the first appointment
 - The issue resolving quickly
 - A bus pass to travel to see friends and family!



Timeline for operational test and beyond



What we've learnt so far



- Place based reform must be jointly led and equally owned by partners locally and reflect the realities of relationships, leadership and systems locally
- Genuine buy-in, co-production and design takes time
- Experience of previous pilots led to scepticism – what was different this time?
- Senior managers need to study the system first hand and be involved in the work; not traditional top-down approaches that rely only on remote demand and financial analysis to inform decisions
- Sometimes felt like slow progress in building buy-in and agreeing a joint way forward...but that's crucial when it comes to committing resources, agreeing shared control and accountability and to genuinely deliver system change