

Chorley Public Service Reform Board

You are invited to attend a meeting of the Chorley Public Service Reform Board to be held in **Committee Room 1, Chorley Town Hall, Market Street, Chorley, PR7 1DP** on **Tuesday, 1 July 2014 commencing at 4.00 pm.**

I hope you will be able to attend the meeting for which an agenda is set out below.

AGENDA

1 **Welcome and apologies for absence**

2 **Minutes (Pages 3 - 4)**

To confirm the minutes of the Chorley Partnership Executive held on 29 April 2014 as a correct record.

2a **Matters arising not otherwise covered on the agenda.**

3 **Terms of Reference for the Chorley Public Service Reform Board (Pages 5 - 8)**

To provide the Board with the new Terms of Reference for the Chorley Public Service Reform Board for approval.

4 **Chorley Public Service Reform Board Programme of Work (Pages 9 - 16)**

To provide the Board with the programme of work for the Chorley Public Service Reform Board for 2014/15, including the outline business cases for each workstream and the annual work programme for approval.

5 **Resourcing and Capacity**

For discussion by the Board on the resourcing of the 2014/15 workplan.

6 **Any other business**

7 **Date of next meeting**

The next meeting will be held on Tuesday 9 September 2014.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G Hall', written in a cursive style.

Gary Hall
Chief Executive of Chorley Council
For Chorley Public Service Reform Board

Louise Wingfield
Policy and Engagement Assistant
E-mail: louise.wingfield@chorley.gov.uk
Tel: (01257) 515061
Fax: (01257) 515150

Distribution

All members and officers of the Chorley Public Service Reform Board



Chorley Partnership Executive

Tuesday, 29 April 2014

Present:

Councillor Alistair Bradley (Chair) and Councillor Adrian Lowe (Community Safety Partnership Representative), Councillor Beverley Murray (Chorley Children's Trust Representative), Councillor Paul Leadbetter (Deputy Leader of the Opposition, Chorley Council), Gary Hall (Chief Executive, Chorley Council), John Buck (Lancashire Fire and Rescue Service), Chief Inspector Tracie O'Gara (Lancashire Constabulary), Sakthi Karunanithi (Lancashire Public Health), Louise Elo (You and Your Family Champion), Reverend Martin Cox (You and Your Community Champion / VCFS Forum), Carole Spencer (Lancashire Teaching Hospitals NHS Trust), Sharon Riding (Department for Work and Pensions) and Beverley Glenn (Department for Work and Pensions)

Also in attendance:

Councillors: Councillor Julia Berry

Officers: Sarah James (Partnerships Manager), Chris Sinnott (Head of Policy and Communications) and Louise Wingfield (Democratic and Member Services Officer)

14.CPE.9 WELCOME AND APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Janet Hodgson (Runshaw College), Diane Gradwell (VCFS Forum), Allan Jones (You and Chorley Champion), Sue Moore (Lancashire Care NHS Foundation Trust), and Louise Giles (Chorley and South Ribble CCG).

14.CPE.10 MINUTES

RESOLVED: That the minutes of the Chorley Partnership Executive held on Tuesday 4 March 2014 be confirmed as a correct record.

14.CPE.10a Matters arising not otherwise covered on the agenda.

There were no matters arising.

14.CPE.11 THE FUTURE OF PARTNERSHIP WORKING

Members of the Chorley Partnership Executive with the aid of the discussion paper provided with the agenda pack and a presentation by Sarah James deliberated transforming partnership working in Chorley. Following discussions at previous Executive meetings it was agreed that a formal change to the purpose and governance of this Partnership would help to facilitate and greater influence the need to coordinate and integrate services to make a better experience for the user and reduce public spending.

It was proposed that the Partnership shifts its focus from work previously undertaken as the Executive to focus on how we can collectively deliver public services efficiently and effectively.

To ensure that all partners are working toward a common purpose, a mutually agreed objective needs to be defined. This was proposed as; sustainably reduce demand for public services and collective spending on expensive, reactive services by having better coordinated and integrated services which are intelligence led.

The Executive were asked to consider a number of questions.

Question 1 – Do the Partnership agree that the proposed objective encompasses the objective of the Public Service Reform Board?

It was agreed in the main that this objective did encompass the objective of the Public Service Reform Board.

Question 2 – There is a spectrum of integrated public services, from totally seamless delivery from one all-encompassing public sector organisation through to some elements of joint working, as is the case currently. Where would you place your organisation's commitment to change on this spectrum?

While all members agreed that this would be a good thing, when it happens, for the residents of Chorley, it was highlighted that data protection could be an issue. The members agreed that the Partnership had seen the benefits of working together and that this was the way forward with a focus on keeping people safe and well.

Partners were asked to consider the 5 potential work streams, and answer the following question

Question 3 – Which workstreams are partners willing to engage in, by committing staff resource where necessary to deliver on their behalf?

Members discussed this item and then agreed to contact Sarah James with their commitment and desired outcomes.

RESOLVED:

- 1. That the Chorley Partnership Executive would become the Chorley Public Service Reform Board, and work would be undertaken to develop the terms of reference and governance arrangements and to fully scope the work programme by the next meeting in July.**
- 2. That in the main the suggested objective did encompass the aim of the Public Service Reform Board.**
- 3. That partners would contact Sarah James to discuss their commitment and desired outcomes.**

14.CPE.12 DATE OF NEXT MEETING

The next meeting of the Chorley Public Service Reform Board will take place on Tuesday 1 July 2014 at 4.00pm.

Chair

CHORLEY PUBLIC SERVICE REFORM BOARD

CHORLEY PUBLIC SERVICE REFORM BOARD TERMS OF REFERENCE

PURPOSE OF REPORT

1. This report, and the attached draft terms of reference, is presented to the Chorley Public Service Reform Board for their approval. This will clarify the role and responsibilities of the Board and its members.

RECOMMENDATION

2. That the terms of reference attached are approved.

BACKGROUND

3. At the last meeting of the Chorley Partnership Executive in April 2014, it was agreed to refocus the purpose and aims of the partnership. At that meeting, it was acknowledged that there were a number of drivers for change;

- To take advantage of the opportunities available within the shifting public sector landscape
- To maximise the impact of partnership working in areas to ensure better services for communities and more effective spending of our joint resources
- To establish and commit to a common purpose

The Partnership agreed to a new objective and four workstreams to make up the programme of work for 2014/15.

“Work together to ensure high quality public services with the best outcomes and value for residents and provide better coordinated and integrated services which are intelligence led.”

These have been developed into the attached terms of reference

TERMS OF REFERENCE

4. The terms of reference are split into four sections;
 - i. Purpose of the Board – as agreed at the last meeting of the Partnership Executive
 - ii. Membership – this remains largely the same as before, however changes to the Champion Roles have been included to ensure that these roles fit with the new structure. There are three Champion roles – Start Well, Live Well and Age Well. This

reflects the feedback from the Partnership about ensuring that all sections of our communities are covered in our work.

- iii. Role of Board Members – to define the role and responsibilities of the Board members
- iv. Operating Arrangements – to confirm the administration and governance arrangements for the meetings themselves.

CONCLUSION

It is recommended that the terms of reference are approved and adopted.

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	23 rd June 2014	Terms of Reference

CHORLEY PUBLIC SERVICE REFORM BOARD

TERMS OF REFERENCE

1.1 Purpose of the board

1.1.1 The purpose of the board is to **“Work together to ensure high quality public services with the best outcomes and value for residents and provide better coordinated and integrated services which are intelligence led.”**

1.1.2 The board will work to fulfil this purpose and improve outcomes for the people of Chorley

1.1.3 The board will deliver this through an annual work plan. The four workstreams for 2014/15 are;

- Intelligence led services and sharing intelligence
- Joint Commissioning
- Integrated assets
- Chorley wellbeing and resilience system

1.1.4 Each board member will be responsible for gaining commitment from their organisation to support the delivery of these workstreams. Each board member has committed to;

- Strong and dedicated leaders who are able to commit their organisations to exploring and where agreed, delivering, the new ways of working
- Allocation of staff resource to workstreams to deliver on workstreams on their behalf
- Removal of organisational barriers to data sharing where possible
- Collective honesty up front about what is and isn't deliverable in partnership

1.1.5 The board will lobby and influence other partnership bodies, such as the Children's Trusts, Community Safety Partnerships, Health and Wellbeing Partnerships, to ensure that Chorley issues are recognised and acted upon.

1.2 Membership

Organisation	Representative
Chorley Council	Leader of the Council
Chorley Council	Opposition Member
Chorley Council	Chief Executive
Chorley VCFS Network	VCFS Network Representative
DWP	Divisional Manager
Business Representative – focus on social responsibility	Business Sector Representative
Chorley and South Ribble Clinical Commissioning Group	Chief Officer
Lancashire Care Foundation Trust	Chief Operating Officer
Lancashire Constabulary	Chief Inspector
Lancashire County Council	Director of Public Health
Lancashire County Council	Elected Member
Lancashire Fire and Rescue Service	Group Manager
Lancashire Teaching Hospitals Trust	Director of Strategy
Runshaw College	Principal
Start Well Champion	LCC Children's Services Representative
Live Well Champion	VCFS Network Representative
Age Well Champion	Chief Executive, Age UK Lancashire

1.3 Role of Board Members

- 1.3.1 Attending meetings in person, avoiding the use of deputies.
- 1.3.2 Leading change and the transformation of services across the borough.
- 1.3.3 To take the lead on specific pieces of work on behalf of the board, ensuring the board delivers and to report success into their own organisation.
- 1.3.4 Ensuring two way communications/reporting arrangements between the board and their own organisation having regard to their own processes.
- 1.3.5 Ensuring full buy in from their own organisation, underpinned by signed agreements, based on business cases and full cost benefit analysis where this is appropriate.
- 1.3.6 Identifying resources within their own organisations (including finance, policy and HR) to support the delivery of agreed partnership work-streams
- 1.3.7 To consider and suggest improvements to the operation of the board and its work programme and have ultimate responsibility for ensuring work-streams remain on course
- 1.3.8 The Champions (Start Well, Live Well and Age Well) will ensure that the needs and issues of these respective groups are represented at the Board discussions.

1.4 Operating arrangements

- 1.4.1 Agenda Setting – Items for the agenda must be forwarded in advance of the meeting and the agenda and associated reports will be distributed electronically no less than five days before the meeting. Meetings will be based on a clear and prioritised agenda and be action orientated.
- 1.4.2 Appointment of Chair – The board will be chaired by the Leader of the Council.
- 1.4.3 Attendance - Should any member miss 2 consecutive meetings the board will consider whether that member should be asked for a written explanation. Unless there are exceptional reasons, missing 3 consecutive Executive meetings will be considered as resignation from the board
- 1.4.4 Decision making - The board will seek to make decisions by consensus whenever appropriate. In the event of any disagreement it will be for the Chair to seek to resolve any differences. If disagreement cannot be resolved then a vote can be taken.
- 1.4.5 Declaration of Interests - In the spirit of openness and transparency, any member having a personal interest within the meaning of the Code of Conduct as set out in the Local Government Act 2000 must disclose the fact at the meeting. Where that interest is also prejudicial and therefore may give others the perception that their view is affected by their personal situation, then the member concerned should leave the room and/or take no part in the discussions around the particular item
- 1.4.6 Meetings – The meetings will be held five times a year with dates agreed at the start of each year. Meetings of the board are not open to the public. Meetings will be supported and serviced by the Policy and Communications Service of Chorley Council. A full record of those present at the meeting, of apologies of absence and non-attendance shall be recorded in the minutes

The board will review its performance and effectiveness after a 12 month period.

CHORLEY PUBLIC SERVICE REFORM BOARD

PROGRAMME OF WORK; OUTLINE BUSINESS CASES AND WORKPLAN 2014/15

PURPOSE OF REPORT

This report presents the programme of work for the Chorley Public Service Reform Board for 2014/15. It provides outline business cases for each workstream and the annual work programme for approval.

RECOMMENDATION

It is recommended that this programme of work is approved by the Board, and that respective partners instruct their officers to begin to deliver the workstreams.

BACKGROUND – DEFINING THE WORKSTREAMS

Following the last Partnership Executive meeting, the work streams were discussed and approved. This includes;

- Chorley wellbeing and resilience system – this will consider all of the wellbeing services currently provided in Chorley by the following organisations; Chorley Council, Lancashire County Council, Lancashire Care Foundation Trust and Chorley and South Ribble Clinical Commissioning Group, and redesign the way they are provided to ensure a better service for communities at lower cost.

It will be supported by three enabling workstreams;

- 1. Integrating our assets - to develop a coordinated list of assets across partners in Chorley to recommend integrating assets by co-location of services, transfer or reduction in assets to make savings of 10% across the borough
- 2. Intelligence led services and sharing intelligence - to overcome the barriers to data sharing and better use the intelligence each organisation holds about vulnerable people to target support where it is most needed
- 3. Joint Commissioning - to develop a locality based commissioning hub which will enable partners to jointly commission services needed within Chorley, thus ensuring non-duplication of services and economies of scale

These three workstreams, assets, data and commissioning will help to build the case and enable transformational change across the whole service

OUTLINE BUSINESS CASES

For each workstream, an outline business case has been developed which defines the following;

- Aim
- Scope
- Objectives
- Deliverables
- Outcomes
- Milestones
- Risks
- Links to other programmes

The business cases also defined the commitment required from partner organisations to achieve the objectives as set out. These have been shared with partner organisations, and partners asked to agree to sign up to them and name officers to work on these projects.

All partner organisations have confirmed their commitments to the workstreams, and this is now contained within the outline business cases. These are attached at Appendix A.

2014/15 WORKPLAN

The attached workplan (at Appendix B) sets out the milestones for each workstream. It schedules the work from July 2014 through to March 2015.

Following approval of the outline business cases, the named officers will start to deliver against this workplan. Summary reports of progress will be brought back to the Board.

CONCLUSION

The outline business cases and workplan are presented to the Board for discussion and comment. It would be useful to check that Board members are satisfied that the content is right, that the appropriate links have been made to other programmes of work and that the timescales are achievable.

It is recommended that this programme of work is approved by the Board, and that respective partners instruct their officers to begin to deliver the workstreams.

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	23 rd June 2014	Terms of Reference

CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (INTEGRATED ASSETS)

WORKSTREAM	INTEGRATED ASSETS	
<p>Description; to develop a coordinated list of assets across partners in Chorley to recommend integrating assets by co-location of services, transfer or reduction in assets to make savings of 10% across the borough</p>		
<p>Background; Partner organisations have a large number of physical assets across the borough. A review of assets with a view to reducing the property portfolio and encouraging more co-location of services has been identified as a possible tool to integrate services and reduce spend on underused buildings.</p>	<p>Scope; Within scope;</p> <ul style="list-style-type: none"> • Review of physical assets within the whole district • Recommendations for co-location, transfer or reduction <p>Not in scope – non-physical assets or those outside of the Chorley boundaries</p>	<p>Organisational commitments; Partners must commit to;</p> <ol style="list-style-type: none"> 1. Providing their property portfolio and details of current capacity 2. Providing staff resource (property services) to take part in the review 3. Consider the recommendations of the review and implement the actions where possible
<p>Objectives;</p> <ol style="list-style-type: none"> 1. To obtain property portfolio lists from all partners 2. To understand and review capacity in each property 3. To review the linkages between services provided in properties 4. To make recommendations on the potential for co-location, transfer or reduction 	<p>Deliverables;</p> <ul style="list-style-type: none"> • Combined asset list of Chorley properties • Review of capacity and potential for co-location, transfer or reduction • Agreed recommendations for the future joint property portfolio • Action plan for implementation 	<p>Outcomes;</p> <ul style="list-style-type: none"> • More services will be co-located thus ensuring a more coordinated service for customers • Better use of public buildings, leading to a more effective use of resources • Organisations will make better use of available property within Chorley including options for community transfers
<p>Key Milestones; Quarter One – Outline Business Case approved Quarter Two – Collect and analyse current property portfolios, make recommendations Quarter Three – Agree recommendations and implementation plan</p>	<p>Risks;</p> <ul style="list-style-type: none"> ❖ Inability of organisations to commit to recommendations due to leases, or other reasons ❖ Management of shared space 	<p>Links to other programmes</p> <ul style="list-style-type: none"> • Community asset mapping work done by Connect 4 Life • Corporate Assets Review (LCC)
<p>Named Partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Chorley VCFS Network, Lancashire Teaching Hospitals Trust</p>		

CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (JOINT COMMISSIONING)

WORKSTREAM	JOINT COMMISSIONING	
<p>Description; to develop a locality based commissioning hub which will enable partners to jointly commission services needed within Chorley, thus ensuring non-duplication of services and economies of scale</p>		
<p>Background; There are a number of public/customer facing services commissioned across the borough, which are in some cases supplementary or even a duplication of other commissions or existing services. There is an opportunity to join up all parts of the commissioning cycle and commissioning support to ensure more joined up services with better outcomes.</p>	<p>Scope; Within scope;</p> <ul style="list-style-type: none"> • Review of existing commissioning processes and budgets • Recommendations for co-ordinated models or support • Pilot to test a new model <p>Not in scope – undertaking the commissioning process for planned procurements</p>	<p>Organisational commitments;</p> <ol style="list-style-type: none"> 1. Providing details of their current commissions and processes 2. Providing staff resource (commissioning support) to take part in the review 3. Take part in a new locality based model as a pilot, if applicable 4. Considering and responding to the outcomes and recommendations
<p>Objectives;</p> <ol style="list-style-type: none"> 1. To understand the commissioning processes and budgets from each organisation 2. To consider what this means for Chorley in terms of services 3. To review how the support for commissioning is resourced 4. To develop and potentially test a new model of commissioning on a locality footprint 5. To make recommendations for a way forward towards joint commissioning 	<p>Deliverables;</p> <ul style="list-style-type: none"> • Organisational specifications of what they commission, the processes they undertake and the support in place • A combined view of commissioning budgets within Chorley • A test model to be developed and tested • Recommendations for joint commissioning 	<p>Outcomes;</p> <ul style="list-style-type: none"> • Services to be better co-ordinated and joined up • Better experience for residents • Better use of resources as commissioning support can be aligned
<p>Key Milestones; Quarter One – Outline Business Case approved Quarter Two – Profile current commissioning Quarter Three - Develop test model Quarter Four – Agree recommendations for future commissioning</p>	<p>Risks;</p> <ul style="list-style-type: none"> ❖ Inability of organisations to separate out Chorley spend ❖ Inability of organisations to change ways of working with regards to spend ❖ Procurement regulations 	<p>Links to other programmes</p> <ul style="list-style-type: none"> • Development of a locality commissioning hub (CCG / LCC / CC) • Better Care Fund (LCC/CCG)
<p>Named Partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Chorley VCFS Network, Lancashire Teaching Hospitals Trust</p>		

CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE)

WORKSTREAM	INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE	
Description; to overcome the barriers to data sharing and better use the intelligence each organisation holds about vulnerable people to target support where it is most needed		
Background; There have been opportunities to link up services or coordinate support for people that have been missed because intelligence isn't utilised properly or there are barriers to data sharing. This workstream aims to overcome those barriers and enable data sharing.	Scope; Within scope; <ul style="list-style-type: none"> • Review of existing practices and development of new agreements • Pilot of new agreements 	Organisational commitments; Partners must commit to; <ol style="list-style-type: none"> 1. Providing information on the data they hold and their data sharing protocols 2. Reviewing the current practices in developing and a joint agreement 3. Participating in a new agreement
Objectives; <ol style="list-style-type: none"> 1. To understand what the intelligence of each organisation / data protocols are 2. To understand the codes of practice regarding data sharing 3. To identify and overcome any barriers by developing joint agreements / policies 4. To implement and test the new agreements in a particular location / cohort 	Deliverables; <ul style="list-style-type: none"> • Evaluation of organisational data and their respective protocols • Review of the codes of practice regarding data • Development of joint agreement / policy to data sharing • Testing of joint agreement / policy in a pilot 	Outcomes; <ul style="list-style-type: none"> • Organisations have clarity regarding what information they will and will not share, and an agreement to promote it where possible • Support for people can be better coordinated and targeted, with an emphasis on an 'tell us once' type contact
Key Milestones; Quarter One – Outline Business Case approved Quarter Two – Evaluation of data /processes, review of codes and develop joint agreement and develop and deliver model for testing new agreements	Risks; <ul style="list-style-type: none"> ❖ Organisations are not willing to provide information or protocols ❖ Organisations are not willing to implement new agreement ❖ No model for testing is identified 	Links to other programmes <ul style="list-style-type: none"> • Better care, better value programme (LCFT / LCC / CCG)
Named Partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, Lancashire Constabulary, Lancashire Fire and Rescue Service		

CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (CHORLEY WELLBEING AND RESILIENCE SERVICE)

WORKSTREAM	CHORLEY WELLBEING AND RESILIENCE SERVICE	
Description; a pilot project to look at the feasibility of an integrated wellbeing and resilience system that encompasses wellbeing services, trailing the learning from the other work streams		
Background; Organisations currently invest in a range of wellbeing and resilience services, but the current offer is fragmented. Activities are not joined up, there are multiple providers of similar services and a range of access points and criteria. This workstream aims to consider how looking beyond organisational boundaries we could integrate some of these services.	Scope; Within the scope; <ul style="list-style-type: none"> • Services that contribute to wellbeing and resilience from the organisations that are signed up • A review of provision and a recommendation for a different service with options for delivery 	Organisational commitments; Partners must commit to; <ol style="list-style-type: none"> 1. Providing a matrix of their services that contribute to wellbeing and resilience 2. Providing staff resource to support the review 3. Giving due consideration of the options of delivery 4. Agreeing and implementing the action plan
Objectives; <ol style="list-style-type: none"> 1. To identify which wellbeing and resilience services could be delivered in Chorley 2. To generate options for future service delivery 3. To present and agree recommendations for development of the service 4. To develop an implementation plan 	Deliverables; <ul style="list-style-type: none"> • Development of service matrices per organisation for their wellbeing services • Development of matrix for an integrated service • Model options for service structure • Report of findings and recommendations • Proposed Implementation plan 	Outcomes; <ul style="list-style-type: none"> • Services are more joined up and easier to access for the customer • Duplication in services is reduced to ensure more effective public spending • More opportunities are provided for people to look after their own wellbeing and resilience
Key Milestones; Quarter One – Outline Business Case approved and development of service matrixes Quarter Two – Development of matrix for an integrated service and model options for delivery Quarter Three – Report and Recommendations Quarter Four – Approval of implementation plan	Risks; <ul style="list-style-type: none"> ❖ Organisations are not able to fully commit to different ways of working and the potential of different ways of delivering their services ❖ Changes adopted are only minor and do not achieve maximum impact 	Links to other programmes <ul style="list-style-type: none"> • Recommissioning of wellbeing services (LCC) • Integrated wellbeing framework (LCC) • Better Care Fund (LCC/CCG) • Integrated Neighbourhood Teams (LCFT / LCC / CCG)
Named Partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, Chorley VCFS Network, Lancashire Constabulary		

2014/15 Workplan

Workstream	Objectives	Deliverables	Milestones	Quarter One			Quarter Two			Quarter Three			Quarter Four		
				Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Chorley Wellbeing and Resilience Service	1	To identify which wellbeing and resilience services could be delivered in Chorley	<ul style="list-style-type: none"> Development of service matrices per organisation for their wellbeing services Development of matrix for an integrated service 	Outline Business Case approved	█										
				Development of service matrices				█							
	2	To generate options for future service delivery	<ul style="list-style-type: none"> Model options for service structure 	Development of matrix for an integrated service and model options for delivery					█						
	3	To present and agree recommendations for development of the service	<ul style="list-style-type: none"> Report of findings and recommendations 	Report and Recommendations							█				
4	To develop an implementation plan	<ul style="list-style-type: none"> Proposed Implementation plan 	Approval of implementation plan											█	
Enabler One - Integrating our assets	1	To obtain property portfolio lists from all partners	<ul style="list-style-type: none"> Combined asset list of Chorley properties 	Outline Business Case approved	█										
	2	To understand and review capacity in each property	<ul style="list-style-type: none"> Review of capacity and potential for co-location, transfer or reduction 	Collect and analyse current property portfolios, make recommendations				█							
	3	To review the linkages between services provided in properties	<ul style="list-style-type: none"> Agreed recommendations for the future joint property portfolio 	Agree recommendations and implementation plan						█					
	4	To make recommendations on the potential for co-location, transfer or reduction	<ul style="list-style-type: none"> Action plan for implementation 												
Enabler Two - Intelligence led services and sharing intelligence	1	To obtain property portfolio lists from all partners	<ul style="list-style-type: none"> Combined asset list of Chorley properties 	Outline Business Case approved	█										
	2	To understand and review capacity in each property	<ul style="list-style-type: none"> Review of capacity and potential for co-location, transfer or reduction 	Evaluation of data /processes, review of codes and develop joint agreement				█							
	3	To review the linkages between services provided in properties	<ul style="list-style-type: none"> Agreed recommendations for the future joint property portfolio 	Develop and deliver model for testing new agreements						█					
	4	To make recommendations on the potential for co-location, transfer or reduction	<ul style="list-style-type: none"> Action plan for implementation 												
Enabler Three - Joint Commissioning	1	To understand the commissioning processes and budgets from each organisation	<ul style="list-style-type: none"> Organisational specifications of what they commission, the processes they undertake and the support in place 	Outline Business Case approved	█										
	2	To consider what this means for the Chorley locality in terms of services		Profile current commissioning				█							
	3	To review how the support for commissioning is resourced	<ul style="list-style-type: none"> A combined view of commissioning budgets within Chorley 	Develop test model						█					
	4	To develop and potentially test a new model of commissioning on a locality footprint	<ul style="list-style-type: none"> A test model to be developed and tested 	Agree recommendations for future commissioning									█		
	5	To make recommendations for a way forward towards joint commissioning	<ul style="list-style-type: none"> Recommendations for joint commissioning 												

Chorley Public Service Reform Board meeting

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