

Chorley Public Service Reform Board

3 September 2014

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, Chorley** on **Tuesday, 9th September 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 - 6)**

To confirm the minutes of the Chorley Public Service Reform Board held on 1 July 2014 as a correct record.

2a Matters arising not otherwise covered on the agenda.

3 **Chorley Public Service Reform Board Programme Office - Progress Report (Pages 7 - 8)**

The report outlines the agreed schedule of funding for the programme of public service reform and provides the Board with a progress update on resourcing and capacity.

4 **Transformation Challenge Award - Update (Pages 9 - 10)**

To provide the Board with an update, including an outline of our Expression of Interest and identified next steps.

5 **Chorley Public Service Reform Board Programme of Work Progress Reports (Pages 11 - 16)**

To provide the Board with a progress update for the two work streams Assets and Intelligence sharing.

5a Assets

A report is attached providing the Board with an update of progress to date regarding the review of physical assets held by public sector partners, including identified issues to be discussed by the Board.

5b Intelligence

A presentation will be given on the sharing of intelligence amongst partners, including discussion for the Board as to how intelligence can be properly utilised.

6 **Connections to other Partnership Structures (Pages 17 - 18)**

To provide the Board with an overview of partnership structures and arrangements and for the Board to discuss and nominate liaison points.

7 **Any other business**

8 **Date of next meeting**

The next meeting will be held on Tuesday 2 December 2014.

Yours sincerely



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

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Distribution

All members and officers of the Chorley Public Service Reform Board.

Chorley Public Service Reform Board

Tuesday, 1 July 2014

Present:

Councillor Alistair Bradley (Chair) and Councillor Paul Leadbetter (Deputy Leader of the Opposition, Chorley Council), Gary Hall (Chief Executive, Chorley Council), John Buck (Lancashire Fire and Rescue Service), Louise Giles (Chorley and South Ribble Clinical Commissioning Group), Beverley Glenn (Department for Work and Pensions), Reverend Martin Cox (Live Well Champion), Diane Gradwell (VCFS Network), and Dave Robinson (Lancashire Constabulary)

Also in attendance:

Councillors: Hasina Khan, Julia Berry

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

14.CPE.1 WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the meeting.

Apologies for absence were submitted on behalf of Stephanie Tufft (Age Well Champion), Chief Inspector Tracie O’Gara (Lancashire Constabulary), Louise Elo (Start Well Champion), Allan Jones (Business Representative), and Sue Moore (Lancashire Care NHS Foundation Trust).

14.CPE.2 MINUTES

RESOLVED: That the minutes of the Chorley Partnership Executive held on Tuesday 29 April 2014 be confirmed as a correct record.

14.CPE.2a Matters arising not otherwise covered on the agenda.

There were no matters arising.

14.CPE.3 TERMS OF REFERENCE FOR THE CHORLEY PUBLIC SERVICE REFORM BOARD

Sarah James presented the new Terms of Reference, which had been seen and agreed in draft by all partners. The Terms of Reference include the purpose of the Board, and the role of Board Members. Changes also included the champion’s roles; the champions would now be Start Well Champion, Live Well Champion and Age Well Champion, and Louise Elo (Lancashire County Council), Rev Martin Cox (St Laurence’s Church Chorley/ VCFS Network), and Stephanie Tufft (Age UK Lancashire) had been appointed respectively.

RESOLVED: That the new Terms of Reference should be formally adopted by the Chorley Public Service Reform Board.

14.CPE.4 CHORLEY PUBLIC SERVICE REFORM BOARD PROGRAMME OF WORK

Sarah James presented the programme of work for the Chorley Public Service Reform Board for 2014/15. Following the last meeting, all partners have been approached to commit to relevant work streams. There has been a good response from all partners, who have nominated officers within their organisations for the relevant workstreams.

Members of the Board were asked to approve the work programme so that work could begin on delivery after the meeting.

Sarah James asked for partners to lead on each of the work streams, Lancashire Constabulary agreed to lead on the intelligence led services and sharing intelligence. Any partners who would like to offer to lead on any of the other workstreams should contact Sarah James.

RESOLVED:

- 1. That the programme of work be approved and delivery would begin.**
- 2. That the integrated assets workstream would include a measure about limitations of use.**

14.CPE.5 RESOURCING AND CAPACITY

Chris Sinnott presented the Resourcing and Capacity report which outlined the proposed programme office to deliver the workplan. It is proposed that this programme office will be financed by contributions from partners in 2014/15 and an application to the transformation challenge fund had been made for 2015/16.

Discussions have already been made with some of the larger public sector partners, and Chorley Council, Lancashire Care NHS Foundation Trust and Lancashire Teaching Hospitals NHS Foundation Trust are all willing to contribute. Chorley and South Ribble CCG are currently waiting on a response from GPs. If other partner organisations would like to contribute they should contact Sarah James.

Reports on progress would be brought to each Board meeting; starting with the next meeting which would include the progress of setting up the project office for these workstreams.

14.CPE.6 ANY OTHER BUSINESS

Lancashire Fire and Rescue Service have published their draft Community Safety Strategy 2014–17. The new strategy incorporates the Start Safe, Live Safe and Age Safe concept.

Partners are encouraged to submit their views as the strategy will help to shape the work of Lancashire Fire and Rescue Service over the next four years.

14.CPE.7 DATE OF NEXT MEETING

The next meeting of the Chorley Public Service Reform Board will take place on Tuesday 9 September 2014 at 4pm.

Chair

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CHORLEY PUBLIC SERVICE REFORM BOARD

RESOURCING AND CAPACITY

A. FUNDING FOR THE TWO YEAR WORK PROGRAMME

1. This is an ambitious programme of public service reform which, if delivered, can achieve better services for Chorley at lower cost. However, it does need some upfront resource from the Board to provide capacity to deliver the workstreams. At the last meeting, the following schedule was agreed to fund the programme over the next two years;

Year One; 2014/15 – Costs to be met by Partners on the Reform Board from within existing resources

Year Two; 2015/16 – There is an opportunity to apply for Transformation Challenge Award Funding for the implementation of the work (See agenda item).

2. In terms of contribution of funds, it is confirmed that the following partners are contributing towards the costs;
 - Chorley Council - £15,000
 - Lancashire Care Foundation Trust – £15,000
 - Lancashire Teaching Hospitals Trust - £15,000
 - Chorley and South Ribble CCG - £15,000

We are still awaiting a response from Lancashire County Council.

3. This funding will enable the Board to be supported by a Programme Office. This consists of;
 - a) Programme Manager; Role – overall responsibility for driving the transformation agenda and reporting back to the CPSRB (1 day per week for 12 months). Cost – £11,500
 - b) Project Officer; Role – day to day responsibility for managing the workstreams and coordinating the delivery (Full time for 12 months). Cost - £50,000
 - c) External Support; To buy in some external facilitation support, to assist in the redesign of the services. Role - Facilitating workshops with partners (3 workshops minimum) – approx. £13,500

Total Cost - £75,000 per annum

4. There is currently a £15k shortfall within the budget. If no further funds are committed, this will have to be met by reducing the budget or finding funding from elsewhere.

B. PROGRAMME OFFICE UPDATE

5. The programme officer update at the start of September reflects the following progress;
 - a) Programme Manager – This post will be undertaken by the Partnerships Manager from Chorley Council, who will be seconded to this role for 1 day per week.
 - b) Programme Officer – External recruitment has taken place over the past six weeks, and a candidate has been offered the post. Further details will be available at the meeting.
 - c) External Support – this will be appointed to for Quarter Four to fit in with the workplan

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	1 st September 2014	Resourcing and Capacity

CHORLEY PUBLIC SERVICE REFORM BOARD

TRANSFORMATION CHALLENGE AWARD

1. The Chorley Public Service Reform Board has been successful in their expression of interest to the Transformation Challenge Award. This means that we have until 1st October to put in a full bid.
2. This will be led by Lancashire County Council, by Sakthi Karunanithi. Chorley and Rossendale are the two locality pilot areas.

A. Overview of the Transformation Challenge Award;

3. The Transformation Challenge Award has been made available by DCLG. Its aim is to encourage local authorities to work in partnership with others to improve services and accelerate transformation and innovation at a local level. There is £320 million available over the next two years.

B. Our Expression of Interest;

4. Lancashire County Council has submitted the expression of interest on our behalf, which is to develop an integrated wellbeing and resilience service to support residents on a locality footprint. The overall project proposes a county wide approach with Chorley and Rossendale as early implementer sites. Chorley Council is an official partner and also included within the bid as partners are Lancashire Teaching Hospitals Trust, Lancashire Care Foundation Trust, Chorley and South Ribble CCG and Chorley VCFS Network.

Amount Applied for; 1.2 million (across Lancashire)

5. The breakdown of the costs includes £150k for the Chorley Public Service Reform Board, and there are additional costs for specialist support, staff and grant streams.

Summary of our Expression of Interest;

6. This project will focus on the wellbeing and resilience pilot within the Chorley Public Service Reform Board's workplan for 2014/15.
7. The rationale for the project: The integration of services, and in particular, health and social care, is forging ahead in Lancashire. Successful partnership programmes such as Better Care Better Value are starting to see demonstrable results in terms of

reducing demand on clinical services through integrated neighbourhood teams. However, we are ambitious in our vision to see better outcomes for our residents and want to extend this work beyond the scope of health and social care and bring together services that support people’s wider wellbeing. By redesigning these services around better outcomes for residents we can improve resilience, reduce demand and provide better services at a reduced cost.

8. The key elements of service transformation: This project will redesign wellbeing services within Chorley. It will develop a single integrated system comprising of a range of wellbeing services.
 - Redesigning and re-commissioning wellbeing services currently provided by a range of organisations in the locality, creating an integrated service offer developed around integrated neighbourhood teams;
 - Building on and developing community assets and creating mechanisms to seek out and 'connect' local people to a combination of community support and wellbeing services; and
 - Developing and delivering a programme of behaviour and cultural change to support service transformation activity.

9. Our vision for an integrated wellbeing system will be supported by the other three enabling work streams (assets, data and commissioning) which will help to build the case and enable transformational change across the whole service.

C. Next Steps

10. The named partners will work with Lancashire County Council to fully develop the bid. We will submit by 1st October, and then expect a decision by the end of the year. If we have been successful, the payment will be made in the new financial year, 2015/16. The Board will be kept updated on progress.

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	1 st September 2014	Transformation Challenge Award

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (INTEGRATED ASSETS) HIGHLIGHT REPORT
QUARTER TWO 2014/15**

	WORKSTREAM	INTEGRATED ASSETS	
PROJECT OVERVIEW	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		
	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.	Scope; Within scope; <ul style="list-style-type: none"> Review of physical assets within the whole district Recommendations for co-location, transfer or reduction Not in scope – non-physical assets or those outside of the Chorley boundaries	Objectives; <ol style="list-style-type: none"> To obtain property portfolio lists from all partners To understand and review capacity in each property To review the linkages between services provided in properties To make recommendations on the potential for co-location, transfer or reduction
QUARTERLY UPDATE	Overall Status; Green		
	Work completed; Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and the Chorley VCFS Network have reviewed the capacity and potential within their assets for co-location, transfer or reduction. A combined asset list has been developed and mapped. A working group has reviewed those properties marked as ‘medium or high’ potential for change and made a number of recommendations.	Progress against Deliverables; <ul style="list-style-type: none"> Combined asset list of Chorley properties - Completed Review of capacity and potential for co-location, transfer or reduction - Completed Agreed recommendations for the future joint property portfolio – Presented at the Board on 8th October Action plan for implementation 	Issues; <ul style="list-style-type: none"> Gaps in assets – County Council properties not included within the review. There are significant numbers of assets based within Chorley’s communities, which may have some potential for co-location, transfer or reduction.
	Forward Plan / 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	Risks; <ul style="list-style-type: none"> ❖ The recommendations may not be agreed ❖ There may be issues with implementation of the recommendations 	Dependencies; <ul style="list-style-type: none"> Potential effect of new developments including Friday Street Health Centre and the Youth Zone are not known as yet, and therefore will have an impact on the asset profile of the public sector in the borough
Contributing Partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Chorley VCFS Network, Lancashire Teaching Hospitals Trust			

ASSETS WORKSTREAM PROGRESS REPORT (AUGUST 2014)

A. PROGRESS MADE

Overview;

Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and the Chorley VCFS Network have reviewed the capacity and potential within their assets for co-location, transfer or reduction. A combined asset list has been developed and mapped. A working group has reviewed those properties marked as 'medium or high' potential for change and made a number of recommendations following the initial review.

Actions;

1. All assets that have been indicated as having high or medium potential for change have been reviewed and actions set – this includes potential for other organisations to share or redevelop assets
2. A number of assets were indicated as potential projects going forward. This includes;
 - a. Dutch Barn Close – Approx. 35 dwellings currently used as staff accommodation by Lancashire Teaching Hospitals Trust. LTHT are giving the RSL (Your Housing) 6 months' notice on the lease and are due to return the properties back to them in March. There are planning restrictions on the access to the properties which needs to be sorted out and opened up if they were to be changed for use as social housing or affordable homes. Chorley Council Property, Housing and Planning Services will work with the Hospital and the RSL to explore the potential of changing the use of this asset to benefit the wider community as social housing.
 - b. Land on Friday Street – Link in requirements for existing services and consider excess capacity left by moving services into new centre in the context of wider public service combined assets.
 - c. Land at Euxton Lane – There is approx. 13.1 hectares of employment land situated near the Chorley Hospital site which the owner is considering options for development. Chorley Council is working with the North West Coast Academic Health Sciences Network and other partners including Lancashire Teaching Hospitals Trust to work up a number of options for development including a digital health campus .

- d. Care Hotel' – LCFT are looking for potential assets or land that can be redeveloped into a step up step down facility
 - e. Operational Depots – Chorley Council are keen to explore the potential of sharing operational depots and enquires to be made with the North West Ambulance Service.
3. Next Steps – as the initial stage of the workstream is completed, which focused on reviewing the physical assets held by public sector partners, this has highlighted a number of additional phases of work that could be undertaken;
- a. Service Provision – Are the right services being provided from the right locations and assets? to review the locations from which services are provided within the borough, and if any improvements can be made

B. CONCLUSION - FOR DISCUSSION BY THE BOARD;

Following the progress to date, there are a number of issues that need to be debated by the Board, which will help to finalise the next steps of this workstream;

- 1. Are the Board happy to proceed with the actions as set out?
- 2. Are there any other partners who as yet have not engaged with the work stream who would like to do so?
- 3. What would be the next steps for this workstream?

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	1 st September 2014	Resourcing and Capacity

Appendix One;

Objectives;

1. To obtain property portfolio lists from all partners - COMPLETED
2. To understand and review capacity in each property - COMPLETED
3. To review the linkages between services provided in properties – COMPLETED
4. To make recommendations on the potential for co-location, transfer or reduction – COMPLETED

Property portfolio lists have been collated from the following partners; Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust, NHS Property Services, VCFS partners. Each of these partners have provided the following information about their properties;

- Property Details (including floor area, operational designation)
- Services provided
- Capacity
- Condition

They have also assessed the potential of sharing or rationalising the property, based on this scale. This has led to a number of assets being marked as 'medium' or 'high' potential to share or rationalise.

- | |
|--|
| <ul style="list-style-type: none"><input checked="" type="checkbox"/> Low - there is no potential for change with this property<input checked="" type="checkbox"/> Medium - there is some potential for change with this property (i.e. 25% spare capacity, or room to reconfigure space)<input checked="" type="checkbox"/> High - there is great potential for change within this property (i.e. 50% spare capacity, or disposal of surplus space) |
|--|

High

	Name	Street number and name	Area	Operational OR Non-operational	Services	Capacity	Condition	Constraints
LCFT Land	Friday Street	Friday Street	circa 4320	operational	Currently leased to third party	6 month lease to third party	Property on land is poor condition	Potential new Development
Recommendation; Development of land into community health centre								
VCFS Former Church Hall	Chorley Community Centre	Railway Street	250	Community use	Various meetings classes, provided by local community groups.	Yes parts only occupied 50% Moderate		No (restrictive covenant for community useage)
Recommendation; Consider opportunities for potential development, and in the meantime advertise widely for use								
LTHTR Staff Accom	Rookwood Avenue	104, 105, 106 &108 Rookwood Avenue	379	Non operational - vacant	Staff accommodation	100%.	Poor, not habitable	No
Recommendation; Units likely to remain empty for short term, but any offers for temporary accommodation or office use would be considered								
CC Vacant Office	Annexe	17 – 23 Gillibrand Street	163	Non operational - vacant	Vacant	Available	Good	None
Recommendation; LTHT to consider potential of development for dental surgeries								

Medium

	Name	Street number and name	Area	Operational OR Non-operational	Services	Capacity	Condition	Constraints
LCFT Health centre	Adlington Clinic	Railway Road, Adlington	230/230	Operational	Clinic	Potential capacity	Refurbished 2009	Owned by NHS Property services
LCFT Health centre	Coppull Clinic	2 Springfiel d Road,	445/445	Operational	Clinic	Potential capacity	Reasonable condition	Owned by NHS Property services

		Coppull,						
LCFT Health Centre	Withnell Health Centre	Railway Road, Withnell, Chorley.	527 /527	Operational	Clinic/GP surgery	Potential capacity	Reasonable condition	Owned by NHS Property services
Recommendation; Scope within units as potential free clinical space. LTHT to review if any space may be required.								
CC Community Centre	Clayton Brook Village Hall	Great Greens Lane	241	Operational	Hired to various local community groups, small businesses etc.	Limited	Good	None
CC Community Centre	Tatton Community Centre	Silverdale Road Chorley	405	Operational	Hired to various local community groups, small businesses	Limited	Good	None
School	Albany Academy	Bolton Road	TBC	School Use but has Community classrooms available	School functions and daytime, Evening and Weekend external bookings	Community classrooms and facilities for daytime, evening and weekend use.		Property is leased to school by LCC so no sub leases can be allowed but hire of rooms on a long term basis can be agreed.
Recommendation; advertise widely for community use (VCFS Network)								
CC Offices	Probation Offices	24-26 Gillibrand Street	1027	Non operational	Let to Probation Service - lease of whole occupy ground floor only	Occupied on ground floor only	Fair	None
Recommendation; potential of short term (approx five year) lease on the whole building for any interested parties.								

CHORLEY PUBLIC SERVICE REFORM BOARD

CONNECTIONS TO OTHER PARTNERSHIP STRUCTURES

A. ROLE OF THE CHORLEY PUBLIC SECTOR REFORM BOARD

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”. This is largely delivered through the work programme.
2. There is also a role for the Board to undertake to act as a conduit for other partnership structures. This role includes acting as a liaison point for a Chorley perspective, and may include the passing of information, a lobbying role, or a reference point.
3. It will be undertaken with reference to three main structures;
 - a. Health and Wellbeing
 - b. Children’s Trusts
 - c. Community Safety

B. HEALTH AND WELLBEING PARTNERSHIP ARRANGEMENTS

4. Currently, there is a Lancashire wide Health and Wellbeing Board which has statutory functions and requirements. We have established a local Chorley and South Ribble Health and Wellbeing Board which aims to influence and feed into this board.
5. Recent discussions have suggested that establishing Boards on a larger footprint would be useful as they would have better synchronicity with the main partners, the various Clinical Commissioning Groups. The proposal, therefore, is to develop a Central Lancashire Partnership which covers the same footprint as the two CCG’s, Chorley, Preston and South Ribble.
6. The role of this Partnership would be to;
 - Review plans, bids on behalf of the Countywide Board and feeds back
 - Directs implementation of strategy in Central Lancashire
 - Allocates resources to deliver
 - Allocates devolved budget (if any)
 - Monitors progress and resolves issues
 - Makes arrangements to delivers those things which need to be done at Central Lancashire level
7. These are still proposals at this stage, though they have had support from the Clinical Commissioning Groups.

C. CHILDRENS TRUST ARRANGEMENTS

8. Currently, there are 12 district Children's Trust Boards all of which feed into a Lancashire wide Children's Trust Board.
9. It has been proposed that the structures are reduced to form five Children's Partnership Boards. Chorley will form part of the Chorley, South Ribble and West Lancashire Partnership Board.
10. Proposals are due to be implemented from September 2014.

D. COMMUNITY SAFETY ARRANGEMENTS

11. Chorley and South Ribble Community Safety Partnership agreed in 2013 that they would change the format of the Responsible Authorities Group by maintaining its prescribed statutory functions but adopting an annual conference and community engagement format.
12. The Chorley and South Ribble Community Safety Partnership Officer Working Group has retained responsibility for Community Safety operational service delivery.
13. The structure has also aligned itself with the Central Lancashire Review Group and wider Lancashire Community Safety Strategy Group arrangements.

E. CONCLUSION - FOR DISCUSSION BY THE BOARD;

14. In conclusion, it is recommended that responsible organisations are nominated to act as liaison points between the Board and other structures. This would ideally be those organisations that are involved with the other partnership structures, and therefore can act as a reference point between the two.
15. To ensure that the responsibility is not placed on one individual or organisation, it is proposed that the following organisations act as liaison points;
 - a. Health and Wellbeing – Chorley and South Ribble Clinical Commissioning Group and Lancashire County Council
 - b. Children's Trusts – Chorley Council and Lancashire County Council
 - c. Community Safety – Lancashire Constabulary and Chorley Council

Report Author	Ext	Date	Doc ID
Sarah James	01257 515348	1 st September 2014	Resourcing and Capacity