

Chorley Public Service Reform Board

25 November 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 on Tuesday, 2nd December 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 - 8)**

To confirm the minutes of the Chorley Public Service Reform Board held on 9th September 2014 as a correct record.

2a Matters arising not otherwise covered on the agenda.

3 **Chorley Public Service Reform Board Programme of Work Progress Reports**

To provide the Board with a progress update for the three work streams Intelligence Sharing, Assets and Joint Commissioning.

3a Intelligence sharing (Pages 9 - 12)

To provide the Board with an update of progress to date on the sharing of intelligence amongst partners, including discussion for the Board as to how intelligence can be properly utilised going forward.

3b Assets (Pages 13 - 16)

To provide 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.

3c Joint Commissioning (Pages 17 - 18)

To provide the board with an overview of the work involved in this workstream, including discussion for the Board as to how this work is progressed.

4 **Chorley Public Service Business Model Work Update**

To provide a verbal update on the work being undertaken by Chorley Council on future business models for public services in the borough.

5 **Chorley Public Service Reform Board Away Day (Pages 19 - 20)**

To provide the Board with details of the proposed format for the Away Day, for approval.

6 **Any other business**

7 **Date of next meeting**

The next meeting will take place on Tuesday 10th February at 2.00 until 5.30pm.
Venue to be confirmed.

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, 9 September 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), Chief Inspector Tracie O'Gara (Lancashire Constabulary), Carole Spencer (Lancashire Teaching Hospitals NHS Trust), Sakthi Karunanithi (Lancashire County Council), Reverend Martin Cox (Live Well Champion), Stephanie Tufft (Age Well Champion), Allan Jones (Business Representative), Diane Gradwell (VCFS Network) and Steve Winterson (Lancashire Care NHS Foundation Trust)

Also in attendance:

Councillors: Hasina Khan

Officers: Sarah James (CPSRB Programme Manager), Chris Sinnott (Head of Policy and Communications) and Louise Wingfield (Policy and Engagement Assistant)

Observers: Hayley Hughes

14.CPE.1 WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the meeting, in particular Stephanie Tufft who was attending in her new role on the Board as Age Well Champion.

Apologies for absence were submitted on behalf of Louise Giles (Chorley and South Ribble Clinical Commissioning Group), and Sue Moore (Lancashire Care NHS Foundation Trust). Steve Winterson attended as substitute representing Lancashire Care NHS Foundation Trust.

14.CPE.2 MINUTES

RESOLVED: That the minutes of the Chorley Public Service Reform Board held on Tuesday 1 July 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 CHORLEY PUBLIC SERVICE REFORM BOARD PROGRAMME OFFICE - PROGRESS REPORT

Sarah James presented the CPSRB Programme Office progress report. At the last meeting the Board agreed the schedule which would fund the programme over the next two years; this included that in year one costs would be met by Partners on the Reform Board from within existing resources. Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and Chorley and South Ribble CCG have all agreed to contribute towards the costs; a response is still expected from Lancashire County Council. Sakthi Karunanithi indicated that a decision on support from Lancashire County Council was expected soon.

This funding will enable the Board to be supported by a Programme Office which consists of a Programme Manager, a Programme Officer and external support. External recruitment of the Programme Officer had taken place and a candidate had been offered the post. Sarah James introduced Hayley Hughes to the Board who would take up her new role as Programme Officer shortly.

In year two an application for costs have been made to the Transformation Challenge Award, see agenda item 14.CPE.4.

RESOLVED: That the report be noted and further progress from the programme to be reported at future meetings of the Board.

14.CPE.4 TRANSFORMATION CHALLENGE AWARD - UPDATE

Sarah James gave an overview of the Transformation Challenge Award. This has been made available by the DCLG and aims to encourage local authorities to work in partnership with others to improve services and accelerate transformation and innovation at a local level. Lancashire County Council has submitted the expression of interest on behalf of the Board, 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 the specific pilot in Chorley. This has been successful at stage one and will now move onto stage two.

This project will focus on the wellbeing and resilience pilot within the Chorley Public Service Reform Board's workplan for 2014/15.

Named partners will work with Lancashire County Council to fully develop the bid which will be submitted by 1 October, with a decision expected by the end of this year. Funding will be for the next financial year, 2015/16.

RESOLVED: That the report be noted and further updates on progress to be reported to the Board at future meetings.

14.CPE.5 CHORLEY PUBLIC SERVICE REFORM BOARD PROGRAMME OF WORK PROGRESS REPORTS

At this point the Chair announced that the following two items would be taken in reverse order with intelligence to be discussed first.

14.CPE.5b Intelligence

Sarah James and Tracie O’Gara provided an update on the progress so far of the intelligence led services and sharing intelligence workstream. Opportunities to link up services or coordinate support for people have been missed because intelligence isn’t utilised properly or there are barriers to data sharing, and this workstream aims to overcome those barriers and enable data sharing.

A meeting has taken place with representatives from partner organisations. The objectives of the group are; to understand what the intelligence of each organisation / data protocols are, to understand the codes of practice regarding data sharing, to identify and overcome any barriers by developing joint agreements / policies, and to implement and test the new agreements in a particular location / cohort. This would include an evaluation of organisational data and respective protocols, a review of the codes of practice regarding data, the development of a joint agreement / policy to data sharing, and testing of the joint agreement / policy in a pilot.

The next steps which would be completed over the next four / six weeks included:

- The group established a baseline with the information to be provided by each of the organisations;
 - What data do you hold?
 - What data can you share, and under what circumstances?
 - What are your organisational policies on data sharing?
 - What are your barriers to sharing?
 - What would you like to share?
 - What are your safeguarding protocols?
 - How do you record what doesn’t reach safeguarding levels?
- A working group would be set up to look at the top 20 repeat callers / attendees, with representatives to be nominated by each organisation to come along with their information.

It was noted that the role of the Public Service Reform Board was to ensure that members of staff with partner organisations felt able to fully contribute to workstreams, including by identifying ways to overcome barriers.

A further meeting has been arranged and will take place in November.

RESOLVED: That a further update on progress be presented to the Board at the next meeting.

14.CPE.5a Assets

Sarah James provided an update on the progress so far of the integrated assets workstream. 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. This resulted in a combined asset listed being compiled and mapped. A working group has reviewed those properties marked as medium or high potential for change and made a number of recommendations.

A number of assets were indicated as potential projects going forward, including; Dutch Barn Close, land on Friday Street, land at Euxton Lane, a Care Hotel, and operational depots.

The next steps for the group are to look at whether the right services are being provided from the right locations and assets, to review the locations from which the services are provided within the borough, and also if any improvements can be made.

RESOLVED:

- 1. The Board agreed and approved to proceed with the actions as set out in the report.**
- 2. That those partners who have not yet engaged would provide information.**
- 3. Partners to provide an idea of any space requirements, any changes to services or number of people including under/over occupancy.**
- 4. That this is not considered as an exhaustive list, and that any further information be brought to future meetings.**
- 5. That the next steps be agreed as above.**

14.CPE.6 CONNECTIONS TO OTHER PARTNERSHIP STRUCTURES

Sarah James presented the connections to other partnership structures report. The role of the Board is to connect to other partnership structures, acting as a liaison point for a Chorley perspective. This will be undertaken with reference to three main structures; Health and Wellbeing, Children's Trusts, and Community Safety.

To ensure that the responsibility is not placed on one individual or organisation, it is proposed that the following organisations act as liaison points;

Health and Wellbeing – Chorley and South Ribble Clinical Commissioning Group and Lancashire County Council

Children's Trust – Chorley Council and Lancashire County Council

Community Safety – Lancashire Constabulary and Chorley Council

RESOLVED: That the proposals within the report be agreed.

14.CPE.7 ANY OTHER BUSINESS

The Chair conveyed thanks on behalf of the Chorley Public Service Reform Board to Louise Elo who has stepped down from her position as Start Well Champion following changes in her role. A new Start Well Champion is currently being sought.

Carole Spencer pointed out the redevelopment structure of Chorley hospital; this is currently in the early stages but is looking to open up the site to partnership working.

RESOLVED: The Chair suggested a separate meeting to take place to further discuss assets and property.

14.CPE.8 DATE OF NEXT MEETING

The next meeting of the Chorley Public Service Reform Board will take place on Tuesday 2 December.

Chair

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CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15

HIGHLIGHT REPORT - QUARTER THREE

	WORKSTREAM	INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE	
PROJECT OVERVIEW	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 vulnerable 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 	Objectives; <ol style="list-style-type: none"> To understand what the intelligence of each organisation / data protocols are To understand the codes of practice regarding data sharing To identify and overcome any barriers by developing joint agreements / policies To implement and test the new agreements in a particular location / cohort
QUARTERLY UPDATE	Overall Status; Green		
	Work completed; Quarter One – Outline Business Case approved Quarter Two – Evaluation of data and processes completed. Cross matched data where possible. Developed joint protocol agreement including plans to deliver model for testing new agreement.	Progress against Deliverables; <ul style="list-style-type: none"> Evaluation of organisational data and their respective protocols - Completed Review of the codes of practice regarding data - Completed Development of joint agreement / policy to data sharing – Out for Review Testing of joint agreement / policy in a pilot – to be completed in Q4 	Issues; <ul style="list-style-type: none"> Personal information cannot be shared between Health Authorities, Social Care and wider at this stage
	Forward Plan / Key Milestones; Quarter Four – <ul style="list-style-type: none"> Adoption of protocols Operational Working Group to be set in place with Appropriate Practitioners to discuss commonalities of vulnerable people, and agree support required. 	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 	Dependencies; <ul style="list-style-type: none"> Better care, better value programme (LCFT / LCC / CCG)
Contributing Partners; Chorley Council, Lancashire Constabulary, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, , Lancashire Fire and Rescue Service, and Chorley Community Housing			

INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE WORKSTREAM PROGRESS REPORT (December 2014)

A. PROGRESS MADE

04.09.14 - Working Group met and agreed to establish organisational baseline, and to set up a sub group to consider Top 20 repeat callers from each area

16.10.14 – All key stakeholders provided information from a baselining set of questions which have been collated. LCC Social Care and LTHTR have recently provided this information. This has confirmed the current position of the key stakeholders in relation to their organisational protocols.

17.10.14- Sub Group met to discuss Top 20 repeat callers, with the purpose being to test which organisations could share information on this common theme and to examine the barriers for those who couldn't share information. This indicated that although the majority of areas had anonymised data, personal information could not be shared by a number of organisations due to lack of protocols for this purpose. It was agreed to draft a suitable protocol to support further work.

04.11.14 – Working Group met to agree next steps, which included;

- Agreement to develop a new data sharing protocol for partners (to be agreed by Jan 2015)
- Agreement to set up an operational group where practitioners will meet on a regular basis to share information about frequent users of services (e.g. A&E attendees) and develop a multi-agency solution where possible (to be set up following adoption of the data sharing protocol)

13.11.14 – Draft Protocol developed issued for comment due back 28.11.14

Actions for Quarter Four;

- Timescales for organisational adoption of data sharing protocols to be agreed, and Signed off; and
- Operational Working Group to be set in place with Appropriate Practitioners to discuss commonalities of vulnerable people, and support required.

B. CONCLUSION - FOR DISCUSSION BY THE BOARD

Following sign off of protocols, and commencement of the Operational Group, this workstream will have completed the objectives and deliverables as agreed at the start of the programme. However, throughout this work, it has become apparent that there is more that can be done in this area to further support joint working through effective data sharing. **Therefore, it is proposed that the Board discuss and agree on the next stage of this work.** Two additional areas to extend the scope of this workstream are indicated below;

1. Use the outcomes of the Operational Group findings to link in with work being done in the NHS – i.e. Integrated Neighbourhood Teams;

It has become apparent that Integrated Neighbourhood Teams are becoming a process through which partners, particularly health sector colleagues, can come together to share information and support vulnerable people. However, as yet, it is thought that these teams are not developed enough to bring in additional partners or agendas. It is recommended, therefore, that the operational group complements the work of the Integrated Neighbourhood Teams whilst keeping a watching brief on their progress, and seeks to examine ways in which it can join up with these existing bodies. This will link into the work of other organisations developing community based approaches to the delivery of services e.g. Chorley Council’s Community Action Plans.

2. Use the outcomes of the Operational Group findings to link in with strategic commissioning, and move findings into the Commissioning workstream, and close the Working Group for Intelligence Led Services and Sharing Intelligence

The outcomes of this workstream have indicated how a better understanding of data and intelligence can help to support vulnerable people and make better use of public resources. However, to truly transform the way in which we deliver public services, it is recommended that we take this further to examine how use of shared intelligence can lead to more effective commissioning of services. Therefore, it is recommended that this workstream is linked into the new work to be undertaken around commissioning.

Report Author	Ext	Date	Doc ID
Hayley Hughes	01257 515035	24 th November 2014	Board Updates

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CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15

HIGHLIGHT REPORT - QUARTER THREE

	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, NHS Property Services, 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 – Completed 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 VCFS Network, Lancashire Teaching Hospitals Trust, NHS Property Services			

INTEGRATED ASSETS WORKSTREAM PROGRESS REPORT (December 2014)

A. PROGRESS MADE

Following the Public Service Reform Board in September, actions were progressed and the updates are:

- All assets that have been indicated as having high or medium potential for change have been reviewed and where agreed to progress will be progressed as projects in their own right.
- Following actions on potential developments, no further assets have been identified.

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

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

Actions;

1. Work to continue to establish further data from the following:
 - **Public Partners not yet engaged:** LCC (including Health Centres), CCG (including GP surgeries), Police, Fire & Age UK/Helpdirect
 - **Other Public Sectors:** Ambulance, DWP, HMRC & MoJ (Magistrates), Community Centres (not owned by CC)
 - **Potential Private Partners:** BT, United Utilities, Gas, Electricity, National Coal, Network Rail, Bus CompaniesNB – There is ongoing activity on the CCG Estates Strategy, LTHTR Estates Strategy and LCC Corporate Asset Review, and the completion dates for these pieces of work are not yet confirmed.
2. Understand Community Based Assets, where these are based and how they are managed.

3. As part of the next phase of activity there is a need to consider if the right services are being provided from the right locations and assets, and if any improvements can be made.

B. CONCLUSION – FOR DISCUSSION BY THE BOARD

1. There are a number of Public and Private partners that could be further engaged, however due to timing of delivery of Partner Organisations Asset strategies, and other projects which may impact the decisions on further considerations on this workstream, we are proposing that this work is scheduled to fit around these timescales.
2. In parallel to this, we will start to explore neighbourhood based services, drawing on Integrated Neighbourhood Teams and Chorley Councils Community Action Plans and report back to the next Board.

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CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15

HIGHLIGHT REPORT – QUARTER 3

	WORKSTREAM	JOINT COMMISSIONING	
PROJECT OVERVIEW	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		
	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.	Scope; Within scope; <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 Not in scope – undertaking the commissioning process for planned procurements	Objectives; <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
QUARTERLY UPDATE	Overall Status; Amber		
	Work completed; Quarter One – Outline Business Case approved	Progress against Deliverables; <ul style="list-style-type: none"> • Outline Business Case approved - Completed • Proposal to PSRB on how to start the commissioning profile. 	Issues;
	Forward Plan / Key Milestones; Quarter Four – Profile current commissioning looking at organisational specifications of what they commission, the processes they undertake and the support in place; Develop Test Model; and Agree recommendations for future commissioning	Risks; <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 	Dependencies; <ul style="list-style-type: none"> • Development of a locality commissioning hub (CCG / LCC / CC) • Better Care Fund (LCC/CCG)
Contributing Partners; To be agreed			

JOINT COMMISSIONING WORKSTREAM PROGRESS REPORT (December 2014)

A. PROGRESS MADE

In the Outline Business Case progress in each quarter is stated as:

- Quarter One – Outline Business Case approved - **Completed**
- Quarter Two – Profile current commissioning Review of existing commissioning processes and budgets – **Outstanding**

Actions for Quarter Four;

1. In order to progress this workstream next steps are outlined below to complete in Quarter 4 (Jan – March):
 - Appoint a Working Group lead to have responsibility for progression of this workstream;
 - Confirm the partners to be involved in this workstream, and confirm names of appropriate representatives who can commit resource to take part in the review;
 - All partner organisations to provide;
 - ❖ Details of their current commissions (what are they commissioned for, and who do they commission), and processes in place, relevant to the Chorley locality;
 - ❖ Details of the budgets from each organisation relevant to the current and planned commissions, relevant to the Chorley locality and how these are funded; and
 - ❖ How the support for commissioning is resourced, and frequency and timeframes of commissions.
2. To collate the information and consider what this means for Chorley in terms of services and report to Public Service Reform Board.
3. To make recommendations for a way forward towards joint commissioning.

Decision Required

1. The Board are asked to consider the next steps proposed, and timescales planned, and confirm agreement of the work going forward, including nomination of a Working Group lead.

Report Author	Ext	Date	Doc ID
Hayley Hughes	01257 515035	24 th November 2014	Board Updates

CHORLEY PUBLIC SERVICE REFORM BOARD

Chorley Public Service Board Away Day

Background

At the Chorley Partnership Executive in April 2014, it was agreed to refocus the purpose and aims of the partnership and to become the Chorley Public Service Reform Board. The objective of this 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.”

Through the Terms of Reference, Board members committed to:

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

Proposal

As the Board has been in place for over six months, with good progress being made on the workstreams, it seems logical to have time with Board members to assess the challenges and strategies faced by individual organisations, and review the focus of the activities being taken to see how these can be progressed further to support efficient integrated services. It will be an opportunity for board members to reflect the potential of the group in terms of greater partnership working.

We propose that the next meeting of the Board is an Away Day, to be held on 10th February 2015, utilising services from a facilitator, Greengage Consulting. The duration of meeting is planned for three and a half hours, with the coaching session lasting for two and a half hours.

The coaching session have three key elements:

- The result that partners are seeking to achieve through collaboration at the Board. Quick look at the precise purpose of the Board focussing on what partners are committed to achieving together. We will address the question “what does success look like for the Board?”
- The current reality. Dialogue session on the current state of play; including what is currently working well and what needs to improve about how the Board works.
- Making a breakthrough in the effectiveness of the Board. Exploring how partners must work together to achieve the stated results and agreeing a 90-day plan for strengthening the performance of the Board.

The Away Day will also give the Board time to reflect upon and discuss the initial outcomes from the Chorley Public Service Reform Commission, to be held in January 2015.

Costs

Costs of preparation, facilitation and confirming actions would be approx. £850.00 (less than full day rate £1100). This can be met by the Public Service Reform Programme budget which is supported by Chorley Council, LCC, LCFT, LTHTR and Chorley and South Ribble CCG.

For Discussion by the Board

Is the Board supportive of the concept, timing and outline of the Away Day as indicated above?

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