

Chorley Public Service Reform Board

Tuesday, 10 February 2015 held at Chorley Community Fire Station

Present:

Councillor Alistair Bradley (Chair) and Gary Hall (Chief Executive, Chorley Council), John Buck (Lancashire Fire and Rescue Service), Sakthi Karunanithi (Lancashire County Council), Reverend Martin Cox (Live Well Champion), Stephanie Tufft (Age Well Champion), Diane Gradwell (VCFS Network) and County Councillor Tony Martin (Lancashire County Council)

Also in attendance:

Councillor Hasina Khan, Steve Winterson (LCFT), Mark Greenwood (LTHTR) and CI Dave Robinson (Lancashire Constabulary)

Apologies: Councillor Paul Leadbetter, Sue Moore (LCFT), Carole Spencer (LTHTR), CI Tracie O’Gara (Lancashire Constabulary), Tim Almond (Chorley and South Ribble CCG), Janet Hodgson (Runshaw College), Sharon Riding (DWP), and Allan Jones.

Facilitator: Ian Roberts, Greengage Consulting

Officers: Sarah James and Hayley Hughes

WELCOME AND INTRODUCTIONS

Cllr Bradley welcomed everyone to the meeting, and went through objectives for the day;

- To review the progress of the board and our work plan to date
- To assess the challenges faced by public services in Chorley, reflect on the potential of the board, where it fits in the wider spectrum of change and what difference it can make
- To agree the next stage of work for public service reform for the medium term
- To agree an outline plan of activities over the next 12 months

Session 1 - Update on the progress and current position of the Board

Sarah James covered the first part of a presentation summarising the progress of the Board in the past year and setting out perceived challenges facing public services in Chorley.

Ian introduced the areas of discussion, including a model based on matrix of “Reality to Result vs How you work now to How you will work”, which should identify actions to be taken to support work going forward.

Exercise 1

What behaviours or practices would you expect to see in a 'high performing' board?

- Honesty around issues e.g. barriers to progress
- Attendance – all areas represented/consistent membership
- Credibility – deliver on agreements
- Open mind
- Understanding priorities of other organisations
- What's happening out there – feed into the board discussions
- Deliver on action points
- Realism at board level – focus on where we can add value/consider where and how we can influence
- Pace and purpose – keep momentum, this is key to success
- Key focus, having real tangibles to deliver
- Connect with others outside Chorley, be maverick but realistic
- Common vision, all agree what success will look like

Board members were asked to rate how the board scores against this high performance view. This ranged from 4.5 – 7, and comments include:

- It's good that the board exists
- Realistic, need to maintain commitment
- Realisation to change services is embedded and understood
- Shift in culture
- Local delivery is good
- Board displays many of the behaviours, more can be done
- Wider recognition
- Capacity to deliver at every level, understand how this can be done with momentum
- Need to work on organisations reluctant to engage, understand why, and share value they can bring
- Working group attendance could be better
- Working groups to report back to the board
- Decisions not always made at the board, other groups cover similar elements
- Wider links to public health
- Momentum and ambition needs to increase
- Footprint restrictions, what can we do in terms of resource

Exercise 2

What works well about the way the Board works?

All members participated, and dialogue included:

- Mixed group, so many from Chorley represented, talking same language, moving in same direction
- Footprint larger for majority of members. There is a respect for third sector organisations, Chorley wants to listen
- Natural energy, want to do things, want to improve
- Inclusive. Long standing relationships, but supports and welcomes new members, good environment

- Genuine determination to make things happen, make it work
- Conversation encouraged and facilitated
- Genuine desire to change for the better
- Understanding knowledge across different sectors
- Anticipation to move to next step, has value to make it work, need to work together to move things on, doesn't always mean something new. Front line challenges in terms of resource, and understanding right level of delivery and geographical area
- Ambition of board, working well and if not too difficult will do it
- Respect each other, value opinions, challenge each other but will progress together
- Everyone wants to be involved, know who people are. Work with those who want to be involved

What needs to change or improve about the way the team works?

All members participated, and dialogue included:

- Enhance accountability of working groups
- Local teams involved in working groups, stronger leaders on purpose of groups, improve communications with lower level
- Communication – engagement with public
- Provide leadership, role of leaders in organisation (actions, not just on the programme). Work together more, think differently
- Health commissioner input is very helpful and valuable when involved, limited involvement
- Better understanding of colleague needs and how they work. LTHTR can offer innovation in the community
- Consistency of attendance and have 2/3 tangible objectives
- Working groups, check interest and availability before setting up
- Wider projects through board, connections with challenges. LCC Transformation - board has role to ensure story connected to partners.
- TCA budget needs to be spent, not there long term, needs to show outcomes and value for money
- More ambition, more innovation, more risk taking
- Deliver improvements against key indicators, looking at specific deliverables, with the increase in population a key factor for Chorley

Key actions from this were around how the working groups and managed/supported and feedback to board; Involvement from key partners e.g. CCG; communications and capacity to support at all levels the work of the board from all organisations.

Session 2 - Agreeing the forward programme of work for the Board

The board were asked to consider:

- What precisely will the board make possible in the next two years?
- What does success look like for the board, what key principles should we aim to work towards?

Vision for 2017

“To improve outcomes for residents, particularly the most vulnerable, ensuring equality of access to services”

- Healthier, safer, thriving
- Seeing the person as a person
- Greater impact against reduced resources
- Targeted activity
- Improved outcomes
- Agree tangible improvements on key targets e.g. deprivation, reduce premature mortality
- Older peoples agenda/abuse/hate crime/CSE/domestic violence

Strategy (narrative on principles - how we will get there):

Joint working, share assets, shared budgets to give results. Multi agency teams to deliver projects, collaborating to work with vulnerable families, including early intervention and focus on prevention

- Services targeted at high risk/vulnerable, responsibility on public to help themselves (customer centric)
- To identify more vulnerable families to measure mental health, physical health, substance misuse collectively
- Identify families who are vulnerable
- Gold standard approach in terms of helping people in quality of life
- Community assurance (PACT meetings)
- Translate vision into action (leadership)
- Focus on roles rather than tasks
- Improved collaborative working
- Shared Integrated Delivery (no more it's not my job)
- One public service superstore
- Collaborative model working in localised area seeing results and measures to support resources and budgets
- Co-located multi agency teams for actions
- Multi agency approach on causes, managing early interventions, education and awareness
- Working across organisations for best practice “CAB Ask Project”
- Preventative work difficult to quantify, acceptance of long term projects/results for an agreed period

Agreed Measurables

- Aims and objectives
- Leadership
- Deliverables
- Measurable targets
- Innovation (inc digital)

What specific actions would you recommend to improve the way that the Board works in the next 60 days?

- Agree vision and strategy
- Agree principles of which we work e.g. early intervention/neighbourhood working
- Agree a common cause to understand priorities for board
- Evidence base of greatest levels of need to identify priorities
- Develop workplan 2015/16 (structure/tasks/outcomes)
- Partner commitment/support for working groups
- Working group updates
- Outcomes of away day
- Outstanding work from current programme – what steps to be completed

What	Who	When
Circulate Away Day outcomes	Hayley Hughes	17.02.15
Develop evidence base	Hayley Hughes	20.02.15
Commission Working Group	Diane Gradwell	13.03.15
Data Share Activity and Operational Group	CI Tracie O’Gara	20.03.15
Develop high level vision, strategy and tasks	Hayley Hughes	20.03.15
Consult partners on priorities	Hayley Hughes	03.04.15
Formalise partner commitments	Hayley Hughes	03.04.15
Develop work plan for agreement at CPSRB	Hayley Hughes	10.04.15
Working Group Updates at CPSRB	Group Leads	10.04.15

CLOSURE AND DATE OF NEXT MEETING

Cllr Bradley closed the meeting thanking John Buck for hosting the event, in particular to the support from Karen and the team.

The next meeting will be held on Tuesday 21st April 2015 at 4.00pm until 5.30pm at Chorley Town Hall (Committee Room One).