

# Chorley Public Service Reform Board

16 April 2015

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, 21st April 2015 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 10<sup>th</sup> February 2015 as a correct record.

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

3 **Chorley Public Service Reform Programme 2014/15 Progress Reports**

To provide the Board with a progress update for the three work streams for 2014/15

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 a summary of the first Integrated Action Group meeting and Information Sharing Agreement.

3b **Assets (Pages 13 - 14)**

To provide the Board with an update of progress to date regarding the review of physical assets held by public sector partners.

3c **Joint Commissioning (Pages 15 - 16)**

To provide the board with an overview of the work involved in this workstream, including a summary of the working group meeting outcomes looking at the pilot group of 'frail elderly people'.

4 **Chorley Public Service Programme Dashboard (Pages 17 - 18)**

To provide an overview on the work being undertaken to provide anonymised data and trend analysis to support work plans for 2015/16.

5 **Chorley Commission Update (Pages 19 - 32)**

To provide the Board with details of draft recommendations and emerging findings from Chorley's Commission on the future of public services, which was held on 4 and 5 March 2015.

6 **Chorley Public Service Reform Board Review and Proposals for the Future (Pages 33 - 46)**

Following on from the Away Day held in February, and the draft recommendations of the Commission, this item will focus on changes the Board may wish to make to improve their effectiveness, considering governance arrangements, commitment and future work plans.

7 **Any other business**

8 **Future Meetings**

Future meetings of the Chorley Public Service Reform Board will take place as follows, all to be held at Chorley Town Hall at 4pm;

- Tuesday 16 June 2015
- Tuesday 15 September 2015
- Tuesday 15 December 2015
- Tuesday 15 March 2016

Yours sincerely



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](mailto:louise.wingfield@chorley.gov.uk)  
Tel: (01257) 515061  
Fax: (01257) 515150

**Distribution**

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

# 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

<b>What</b>	<b>Who</b>	<b>When</b>
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 21<sup>st</sup> April 2015 at 4.00pm until 5.30pm at Chorley Town Hall (Committee Room One).

This page is intentionally left blank

CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15

HIGHLIGHT REPORT (FINAL) - QUARTER FOUR

	WORKSTREAM	INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE	
PROJECT OVERVIEW	<b>Description;</b> 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		
	<b>Background;</b> 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.	<b>Scope;</b> Within scope; <ul style="list-style-type: none"> <li>Review of existing practices and development of new agreements</li> <li>Pilot of new agreements</li> </ul>	<b>Objectives;</b> <ol style="list-style-type: none"> <li>To understand what the intelligence of each organisation / data protocols are</li> <li>To understand the codes of practice regarding data sharing</li> <li>To identify and overcome any barriers by developing joint agreements / policies</li> <li>To implement and test the new agreements in a particular location / cohort</li> </ol>
QUARTERLY UPDATE	<b>Overall Status; Green</b>		
	<b>Work completed;</b> Quarter One – Outline Business Case approved Quarter Two – Evaluation of data and processes completed. Cross matched data where possible. Quarter Three - Developed joint protocol agreement including plans to deliver model for testing new agreement. Quarter Four - Adoption of protocols, testing ability to start sharing data. Operational Working Group in place.	<b>Progress against Deliverables;</b> <ul style="list-style-type: none"> <li>Evaluation of organisational data and their respective protocols - <b>Completed</b></li> <li>Review of the codes of practice regarding data - <b>Completed</b></li> <li>Development of joint agreement / policy to data sharing – <b>Completed</b> *</li> <li>Testing of joint agreement / policy in a pilot - <b>Completed</b></li> </ul>	<b>Issues;</b> <ul style="list-style-type: none"> <li>*Information Sharing Agreement not yet signed off by CCG and LCFT</li> <li>Personal information cannot be shared from GP's and Social Care with wider groups at this stage</li> </ul>
	<b>Forward Plan / Key Milestones;</b> Workstream completed. Integrated Action Team meeting monthly, and a review will take place at six month stage on successful outcomes from the activity agreed.	<b>Risks;</b> <ul style="list-style-type: none"> <li>❖ Organisations are not willing to provide information or protocols</li> </ul>	<b>Dependencies;</b> <ul style="list-style-type: none"> <li>Links to other multi agency networks essential e.g. Multi Discipline Team meetings in GP practices.</li> </ul>
	<b>Contributing Partners;</b> 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 (April 2015)**

### **A. PROGRESS MADE**

20.01.15 – Working group met to go through the proposed process of the operational activity, which is based on the Working together with Families model. Secure e-mails in place to transfer data safely across organisations who can share personal information.

09.03.15 - Data sharing agreement signed off by majority of partner organisations which has supported ability to share data at the Integrated Action Team operational meeting. LCFT and CCG are going through final stages of sign off and weekly checks are in place to monitor issues raised.

20.03.15 – Integrated Action Team met to discuss commonalities of vulnerable people, and support required, with representation from Lancashire Constabulary, Lancashire Fire and Rescue Service, Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and support from Live Well Champion. No representation from NHS Chorley and South Ribble Clinical Commissioning Group, Help Direct or Social Care (Lancashire County Council). All organisations have been invited to attend the monthly meetings, and invites have been issued up to August.

Outcomes from the meeting: 14 names/areas discussed, 5 were appointed a lead professional, 3 had actions established to support other activity, 2 cases were already in a plan for the individual (so awareness of this raised to all parties) and 4 needed further information (mainly to get DOB to trigger further information from LCFT and LTHTR).

Complex reasons for referrals, but in the main these were vulnerable/homeless/alcohol/mental health related and high volume users of services.

01.04.15 – Note issued to other partners including CAB, Homestart, Connect 4 Life, Public Health (LCC) and Age UK to advise about the group in place and how to make referrals with appropriate consent.

## B. CONCLUSION - FOR AGREEMENT BY THE BOARD

Following the sign off of a data sharing agreement, and the establishment of the Integrated Action Team, this workstream has now completed the objectives and deliverables as agreed at the start of the programme. The Chorley Public Service Reform Board (CPSRB) are asked to agree closure of this workstream on the following conditions:

- The Integrated Action Team will be reviewed following six months activity, and a report will be sent to the CPSRB;
- Connections to Integrated Neighbourhood Teams will be established to supported referrals being made to Health Services;
- Any gaps in services that are identified through the Integrated Action team will be discussed and a joint approach will be agreed; and
- Findings from the activity will also be linked into the Living Well, Living Better Programme.

All organisations and individuals involved in the working group, and Integrated Action Team are thanked sincerely for the work completed in this workstream.

### Follow on work

In terms of further work, although it is acknowledged that the sharing of timely intelligence and information in this way can help to promote the principles of early intervention and improve outcomes for residents; this working group acknowledged that this could be taken further. If shared information was held across public services, it could be used more effectively to manage demand across the whole system and to identify areas where additional or different resources may be needed. This in turn can influence the commissioning needs and cycle, therefore directing resources to where they are most needed across public services. This would, however, require a step change in the levels of commitment to this workstream so far, and will need to be considered by the Board in terms of their work programme for next year.

Report Author	Ext	Date	Doc ID
Hayley Hughes	01257 515035	2 <sup>nd</sup> April 2015	Board Updates

This page is intentionally left blank

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15**

**HIGHLIGHT REPORT (FINAL) - QUARTER FOUR**

	<b>WORKSTREAM</b>	<b>INTEGRATED ASSETS</b>	
<b>PROJECT OVERVIEW</b>	<b>Description;</b> 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		
	<b>Background;</b> 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.	<b>Scope;</b> Within scope; <ul style="list-style-type: none"> <li>Review of physical assets within the whole district</li> <li>Recommendations for co-location, transfer or reduction</li> </ul> Not in scope – non-physical assets or those outside of the Chorley boundaries	<b>Objectives;</b> <ol style="list-style-type: none"> <li>To obtain property portfolio lists from all partners</li> <li>To understand and review capacity in each property</li> <li>To review the linkages between services provided in properties</li> <li>To make recommendations on the potential for co-location, transfer or reduction</li> </ol>
<b>QUARTERLY UPDATE</b>	<b>Overall Status; Green</b>		
	<b>Work completed;</b> Quarter One – Outline Business Case approved Quarter Two – Collected and analysed current property portfolios with partners. A working group reviewed those properties marked as ‘medium or high’ potential for change and made a number of recommendations. Quarter Three – Recommendations agreed. A combined asset list has been developed and mapped.	<b>Progress against Deliverables;</b> <ul style="list-style-type: none"> <li>Combined asset list of Chorley properties - <b>Completed</b></li> <li>Review of capacity and potential for co-location, transfer or reduction - <b>Completed</b></li> <li>Agreed recommendations for the future joint property portfolio – <b>Completed</b></li> </ul>	<b>Issues;</b> <ul style="list-style-type: none"> <li>Gaps in assets – LCC, LTHTR, Police and CCG 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 following strategic reviews in these areas.</li> </ul>
	<b>Forward Plan / Key Milestones;</b> 2015/16 – Directory of Assets to be issued following strategic reviews in LCC, LTHTR, Police and CCG	<b>Risks;</b>	<b>Dependencies;</b> <ul style="list-style-type: none"> <li>Potential effect of new developments including Chorley East Health Centre, Market Walk, 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</li> </ul>
	<b>Contributing Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust, NHS Property Services , Chorley VCFS Network and Lancashire County Council, Chorley and South Ribble Clinical Commissioning Group		

## INTEGRATED ASSETS WORKSTREAM PROGRESS REPORT (April 2015)

### A. PROGRESS MADE

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

10.12.14 - LCC, CCG (including GP surgeries), and LTHTR asked for timescales of strategic reviews. No details of outcomes received as yet. Directory of Assets to be issued following strategic outcomes, so that details can be retained and updated on a six monthly review with all board partner organisations.

10.12.14 - Other public sectors approached to confirm assets and potential changes to property. Ambulance, DWP, HMRC & MoJ (Magistrates) all contacted but no additional assets flagged to be captured.

20.01.15 - Potential private partners approached to confirm assets and potential changes to property. BT, United Utilities, Gas, Electricity, National Coal, Network Rail, Bus Companies all contacted but no additional assets flagged to be captured.

### B. CONCLUSION – FOR AGREEMENT BY THE BOARD

Following the baseline of data, and review of capacity and potential for co-location, recommendations made have been agreed and progressed. The workstream objectives and deliverables have been completed as agreed at the start of the programme. The Chorley Public Service Reform Board are asked to agree closure of this workstream on the following conditions:

- Strategic reviews of assets from LCC (including Health Centres), CCG (including GP surgeries), and LTHTR to be added to the asset list where relevant;
- Asset list to be retained, reviewed and updated on a six monthly review with all board partner organisations;
- The need to consider if the right services are being provided from the right locations and assets, and what community based assets are already available supporting services should become part of the work plans for 2015/16; and
- Findings from this activity will also be linked into the Living Well, Living Better Programme (LCC led).

All organisations and individuals involved in the activity on this workstream, and in the working group, are thanked sincerely for the work completed in this project.

Report Author	Ext	Date	Doc ID
Hayley Hughes	01257 515035	7 <sup>th</sup> April 2015	Board Updates

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15**

**HIGHLIGHT REPORT – QUARTER FOUR**

	<b>WORKSTREAM</b>	<b>JOINT COMMISSIONING</b>	
<b>PROJECT OVERVIEW</b>	<b>Description;</b> 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		
	<b>Background;</b> 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.	<b>Scope;</b> Within scope; <ul style="list-style-type: none"> <li>Review of existing commissioning processes and budgets</li> <li>Recommendations for co-ordinated models or support</li> <li>Pilot to test a new model</li> </ul> Not in scope – undertaking the commissioning process for planned procurements	<b>Objectives;</b> <ol style="list-style-type: none"> <li>To understand the commissioning processes and budgets from each organisation</li> <li>To consider what this means for Chorley in terms of services</li> <li>To review how the support for commissioning is resourced</li> <li>To develop and potentially test a new model of commissioning on a locality footprint</li> <li>To make recommendations for a way forward towards joint commissioning</li> </ol>
<b>QUARTERLY UPDATE</b>	<b>Overall Status; Green</b>		
	<b>Work completed;</b> Quarter One – Outline Business Case approved Quarter Two – No programmed work Quarter Three - Development of commissioning profile Quarter Four – Baseline of commissions in place*, working group met in March and April	<b>Progress against Deliverables;</b> <ul style="list-style-type: none"> <li>Outline Business Case approved - <b>Completed</b></li> <li>Proposal to PSRB on how to start the commissioning profile – <b>Completed</b></li> <li>Baselining exercise – <b>In progress*</b></li> <li>Working Group established – <b>Completed</b></li> </ul>	<b>Issues;</b> <ul style="list-style-type: none"> <li>*Baseline information outstanding from DWP and LCC</li> <li>Members identified for working group, but low attendance at first meeting</li> </ul>
	<b>Forward Plan / Key Milestones;</b> Working group agreed to profile all commissioned services for older people (frail elderly in particular), 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	<b>Risks;</b> <ul style="list-style-type: none"> <li>❖ Inability of organisations to separate out Chorley spend</li> <li>❖ Inability of organisations to change ways of working with regards to spend</li> <li>❖ Procurement regulations</li> </ul>	<b>Dependencies;</b> <ul style="list-style-type: none"> <li>Development of a locality commissioning hub (CCG / LCC / CC)</li> <li>Better Care Fund (LCC/CCG)</li> </ul>
<b>Contributing Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, Chorley and South Ribble Clinical Commissioning Group, Runshaw College, DWP, VCFS, CAB, Age UK			

## JOINT COMMISSIONING WORKSTREAM PROGRESS REPORT (April 2015)

### A. PROGRESS MADE

- 02.12.14 Working Group lead appointed (Diane Gradwell) to have responsibility for progression of this workstream
- 15.12.14 Partners to be involved in this workstream confirmed, including representatives who can commit resource to take part in the review
- 19.01.15 Request to partners to complete surveys as commissioners, service providers or service users
- 02.03.15 Working Group meeting. Attendees included VCFS Network, CAB, Age UK, Lancashire Teaching Hospital and LCFT. Organisations not represented CCG, Runshaw College, DWP and LCC. Agreed to focus on services for older people (frail elderly in particular) to:
- Establish services currently commissioned in these areas;
  - Understand how these services are triggered (referrals – from who, direct requests – phone/internet/footfall);
  - Where are the pressures? – any better links that can be made to tie in with “wider support”;
  - Where are they replicated? – any joint commissioning options;
  - Where are the gaps? – any joint commissioning options.
- 04.03.15 Request to partners to send baseline information on an individual basis. This became a general overview as more detailed information has been unavailable across organisations due to the large numbers of commissioned services in place. Responses received from Age UK, CAB, LTHTR, Chorley Council, Runshaw College, LCFT and CCG. Outstanding are DWP and LCC.
- 16.04.15 Working Group meeting planned to look at services for older people (frail elderly in particular) and to make recommendations for a way forward towards joint commissioning. Services considered around income/benefits, mental health, behavioural tendencies, beliefs, physical health, household related services, wellbeing, and community links.

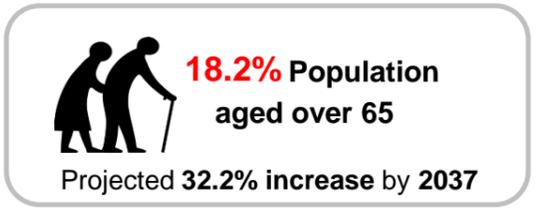
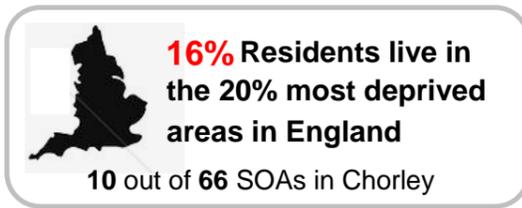
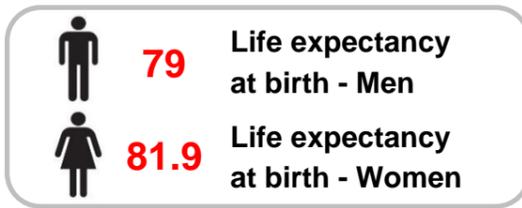
### B. DECISION REQUIRED

A verbal update on the meeting held on the 16.04.15 will be provided at the board meeting, with a summary of recommendations for opportunities in joint commissioning. The Board are asked to consider the next steps required.

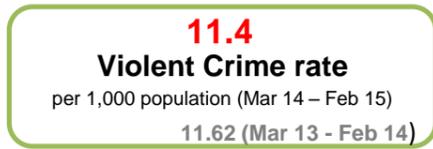
Report Author	Ext	Date	Doc ID
Hayley Hughes	01257 515035	2 <sup>nd</sup> April 2015	Board Updates

# Chorley Public Service Reform Board

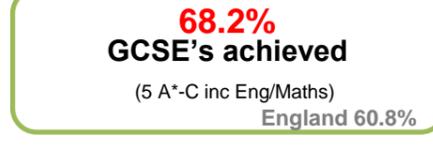
## A profile of Chorley



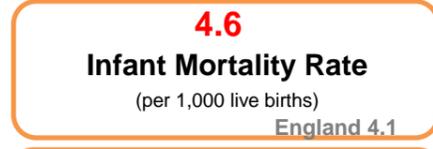
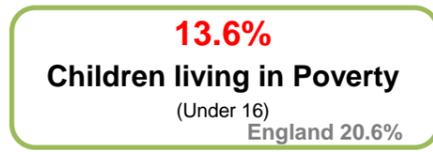
### Safety



### Economy



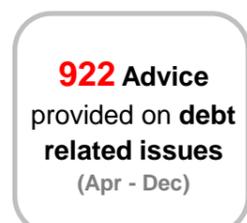
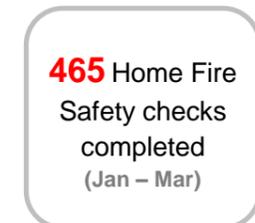
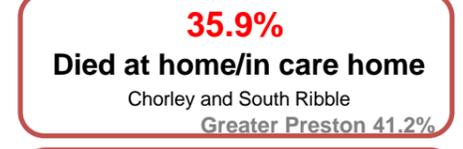
### Start Well



### Live Well



### Age Well



This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

# **Chorley Public Service Reform Board** **Review and Proposals for the future**

March 2015



## **CPSRB Review; Overview**

**The purpose of this report is to enable the Chorley Public Service Reform Board to reflect on their current performance within the context of recommendations for change from both the Board itself and from the outcome of the independent Commission on the Future of Public Services in Chorley.**

**The report includes a discussion on options for change that could be made to improve the performance and productivity of the Board.**

**It is requested that the Board consider this report and the options to start a discussion about their future governance, aims and work programme.**

### **Reasons for Change**

There are two main drivers for this review; firstly the Chorley Public Service Reform Board (CPSRB) in their recent business planning workshop have made a number of recommendations about how to strengthen their partnership moving forward, and secondly, the draft recommendations from the Commission on the future of public services are due to be published and these require a response from the Board. The following section includes details from both of these. There are, however, a number of common principles for transformation that run throughout both the CPSRB recommendations and the Commission recommendations. These are provided first, followed by the individual recommendations.

#### **Common principles for transformation**

There are a number of common principles that the Board may wish to consider;

##### **1. The need to strengthen and empower partnership working**

Both the feedback from the Board themselves at the away day, and from the Commission indicated that there are a number of areas in which the CPSRB could strengthen and empower partnership working. This includes;

- **Decision Making** – This is on a number of levels – the CPSRB Members having the autonomy to make decisions about the locality of Chorley, and then the responsible officers underneath that structure being empowered to work to deliver on those decisions
- **Right representation** – Akin to decision making, this is about ensuring that there is a consistency of representation at meetings, and that this is at the right level. Following on from that, that there is representation in work through all levels (for example down to the current working groups)
- **Accountability** – Both considered that there is a need to strengthen accountability processes in place.

**2. The focus of any future work programmes**

There was some clear overlap in terms of what the CPSRB and Commission viewed as important elements of the work programme going forward. In particular, both indicated that agreeing and defining a model of locality working in which there would be multi agency, integrated working around common localities. Both also indicated that the principle of early intervention and prevention should be one that is at the core of any future work programmes. Finally, they used slightly different language, but both implied that there is a need to focus on a select project(s) to pilot an approach.

**3. Ensuring organisational commitment as to the scope of the Board**

It was noted by partners at the CPSRB away day, and recognised again by the Commission members, that for transformation there needs to be a real commitment from partners. Partners need to be up front and honest about what they can and cannot accept in terms of change.

## Reasons for Change - CPSRB Business Planning Workshop (10.02.15)

The CPSRB held their business planning workshop in February and discussed their performance over the past year as well as what they can improve about the way the partnership works. The following section provides some of the feedback collated and discussions held.

---

*The following responses were collated in relation to the question ‘What needs to change or improve about the way the team works?’*

- *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*
- *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.*

*The following responses were collated in relation to the questions; ‘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?’*

***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*
- *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*
- *Preventative work difficult to quantify, acceptance of long term projects/results for an agreed period*

## Reasons for Change - Commission on the Future of Public Services in Chorley

The independent Commission on the Future of Public Services in Chorley was established to support and challenge organisations involved in public services as they look to address the challenges in the years ahead.

The commission members were drawn from a range of backgrounds, all working in senior and influential positions around public services. On 4<sup>th</sup> and 5<sup>th</sup> March 2015, they received evidence about the issues that will need to be tackled in the coming years and proposals for potential responses. Using that evidence, and their own expertise and experience, their report sets out the findings and recommendations of the commission. The draft recommendations are below;

### 1. **Articulate a new collective vision for public services in Chorley**

Partners should quickly and clearly articulate the aims for the transformation of public services in Chorley over the coming years. It should be outwardly facing, and concentrate on the outcomes that will be achieved rather than the structures that will be put in place to deliver it. It should be based on action and collective investment to deliver the change that will be needed in the coming years.

### 2. **Strengthen and empower partnership working to act collectively**

The Chorley Public Service Reform Board should be refocused and empowered to make decisions about public services in Chorley. Decision making should be devolved from organisations to the partnership and budgets should be pooled. The right representatives who can make autonomous decisions about services in Chorley need to be committed to the partnership, with a sense of collective leadership of public services in the borough.

### 3. **Hold a 'Chorley conversation' to talk about the future with residents and service users**

Service users and residents should be included in the development and design of changed services. The story from the community activist from one locality needs to be used to inspire others. An asset-based approach should be adopted, recognising that individuals and communities have the resources to change but need public services to support them by working with them rather than just providing transactional services.

### 4. **Information and intelligence should be freely shared**

The rich intelligence held across public services could be a key to driving real change. If public services in Chorley can more freely share data and intelligence, it would be far easier to establish services focussed around early intervention and prevention than services that respond to failures as is too often currently the case.

**5. 'Test-beds' for action and transformation should be identified**

Working across public services needs to remain focussed on delivering better outcomes for the residents of Chorley. It would be very easy to become focussed on developing new structures and so it is important that public services agree a series of 'test-bed' areas where action can be undertaken quickly to improve public services. One potential area could be around the issues caused in managing mental health effectively.

**6. Public services should agree a model of locality-based working**

Many services are best delivered and integrated on a neighbourhood basis, where individual frontline workers should be empowered to deliver the right service for individuals and communities. Public services should develop a common understanding and approach to locality-based working, starting with a single understanding of standard localities across the borough.

**7. Discuss and decide which neighbouring areas to work with to benefit Chorley**

Chorley needs to engage with all its neighbours, regardless of administrative boundaries, to get the best deal for the borough. Work should be undertaken to engage with other partners across the region to identify opportunities to strengthen Chorley's position, sustain public services and grow the economy.

**8. Embed a single culture across public services**

A common culture should be developed across public services in Chorley, with the focus on delivering for the borough rather than individual organisations. Work should be undertaken to develop a common culture and approach across public services. This needs to support the delivery of the vision for transformed public services and to embed a sense of collaborative leadership across the system.

**9. Focus on early intervention and prevention**

The work to develop new public services in Chorley should focus on the benefits that could be delivered by having services focussed on early intervention and preventing demand for services arising in the first place. Integrated and joint-working, with good data and intelligence sharing, would make early intervention more effective and efficient.

**10. All partners must fully engage**

Transformation in public services will not be achieved without significant commitment from all partners. The commitment needs to move beyond lip-service and short term promises. It needs to be meaningful and honest. If the recommendations above are to be successfully implemented, it will need the full commitment of partners, and all partners to be up-front about what they can and cannot accept in terms of change.

## Discussion

Based on the common principles for transformation, the CPSRB need to have a meaningful discussion about the direction they choose to take. The section below poses some questions about how the Board could respond to the recommendations from the Commission, and to the issues they highlighted during the away day. This is separated into three main areas;

1. Review of governance structures
2. Review of vision and focus for the CPSRB
3. Development of workplan for 2015/2016

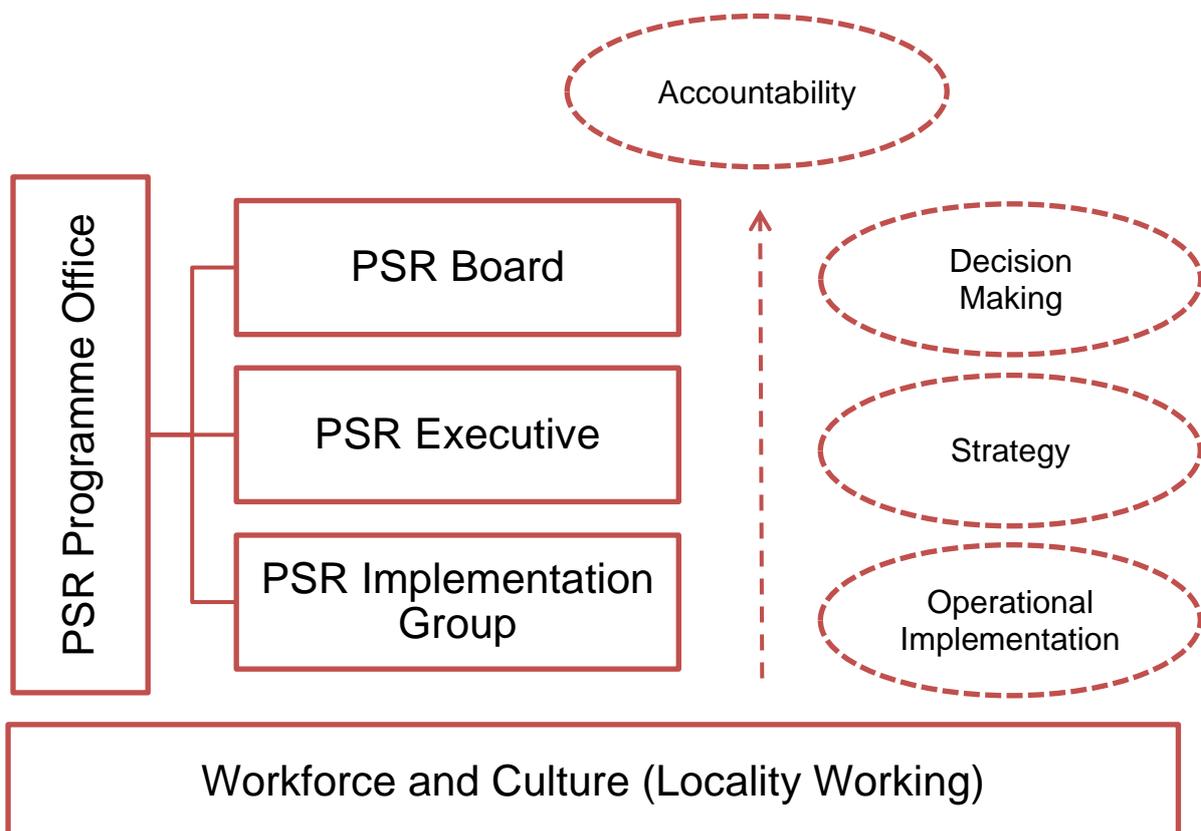
### 1. Governance

With regards to governance, the CPSRB Review and the Commission propose a number of improvements that would strengthen partnership working. These fall into the following areas;

- Structure
- Accountability
- Resource
- Commitment

In order to aid discussion at the CPSR Board meeting, a number of questions and proposed solutions have been identified below;

1. **What is the ideal structure of a partnership which can have strategic oversight, take decisions and be operationally effective?**



The diagram above suggests an option through which strategic oversight, decision making and operational effectiveness could be improved. This expanded structure includes the following elements;

<b>Public Service Reform Board</b>	
<b>Membership</b>	An accountable representative from each of the organisations, with a mandate to hold their organisation to account (i.e. Elected Members / Chairs / Non-Executive Directors)
<b>Role</b>	<ul style="list-style-type: none"> <li>• To collectively be the decision makers</li> <li>• To hold the Executive to account for implementing the strategic vision and decisions made</li> <li>• To bring the views of the community to the decision making process.</li> </ul>
<b>Meeting Frequency</b>	Bimonthly
<b>Chair</b>	To elect a Chair from within the Membership

<b>Public Service Reform Executive</b>	
<b>Membership</b>	Chief Officers representative from each of the organisations (i.e. Chief Executives / Executive)
<b>Role</b>	<ul style="list-style-type: none"> <li>• To implement the strategic vision through collective use of their organisational resources</li> <li>• To direct the work of the Partnership and ensuring that there are sufficient resources to deliver the vision</li> <li>• To report back to the Board</li> </ul>
<b>Meeting Frequency</b>	Monthly
<b>Chair</b>	To elect an independent Chair

<b>Public Service Reform Implementation Group</b>	
<b>Membership</b>	Operational Managers representative from each of the organisations (i.e. Heads of Service / Operating Officers)
<b>Role</b>	<ul style="list-style-type: none"> <li>• To deliver the aims set out within the PSR vision and associated project plans</li> <li>• To each assume a portfolio of responsibility for delivery</li> <li>• To performance manage against progress and to highlight any risks or issues to the Executive</li> </ul>
<b>Meeting Frequency</b>	Monthly
<b>Chair</b>	To elect a Chair from within the Membership

<b>Public Service Reform Programme Office</b>	
<b>Membership</b>	Paid officers (seconded or in kind contributions from organisations)
<b>Role</b>	<ul style="list-style-type: none"> <li>• To manage the governance arrangements of the partnership, including setting the agenda and maintaining direction for the three levels of the partnership</li> <li>• To project manage the programme of work</li> <li>• To ensure that decisions are made at the right level and that they are implemented throughout the partnership structure</li> <li>• To maintain risk registers and accelerate any risks to delivery to the appropriate partnership group</li> <li>• To provide support for meetings and agendas, ensuring that transparency and direction is maintained</li> </ul>

There are a number of risks associated with the adoption of this structure;

- Too bureaucratic a structure for a small geography
- Potential overlap with other areas
- Lack of resources to implement
- Lack of commitment from key partners

There may be other structures that could help improve accountability, decision making, and operational effectiveness that the Board can suggest that can be looked at as alternatives.

**2. How should accountability, strategic, operational and scrutiny roles be separated (or not)?**

The diagram above indicates a separation of some of these roles. In this structure, there is clear segregation as to the strategic (Executive) and operational (Implementation Group) roles. Lines of accountability work upwards through the structure, with each group holding the one below them to account, with the final levels of accountability being those with mandates to hold their own organisations to account (Board).

Decision making needs to be clearly defined at one level and representatives need to have the autonomy to make those decisions for the Chorley locality. Decision making could take place at the Board or Executive level, dependant on how the partnership is organised. The diagram above separates out those making the decisions from those setting the strategic vision and implementing the decisions to ensure a level of accountability.

There is also the option of adding additional elements of scrutiny from an outside body, such as existing Scrutiny Panels.

**3. How could it be resourced?**

Collective capacity needs to be developed to support the transformation of the partnership and public services. This needs to include collaborative leadership from organisations across the system and involvement in new ways of working, projects and programmes. In addition,

it will also need capacity and resources to drive transformation and delivery of collective investments. This would allow for some capacity to manage the agendas of the three tiers of the partnership whilst allowing for additional capacity to support the Implementation Group. The Programme Office could be resourced via financial contributions from partners, which the partnership should set themselves the challenge of making these savings back as part of their work programme.

The contributions of officers throughout the partnership structure and also within the Implementation Group will also demand resources from partners that could be contributed through in kind support.

#### **4. What is the expected level of commitment from partners?**

The current levels of commitment, as agreed in the CPSRB terms of reference, are as follows;

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

Theoretically, these levels of commitment should be sufficient to engage and commit partners into the programme when the financial contribution is also sought.

Feedback from the CPSRB indicates that issues have arisen when this commitment hasn't been carried out in practice, with the obvious example being the delivery of workstreams and where there have been operational difficulties in gaining information or support throughout partner agencies.

It may be that if the Board want to move towards a new structure, that these levels of commitment are redefined for each organisation and for each level of the partnership.

## 2. Review of vision for the CPSRB

The current aim of the Board, as agreed in the Terms of Reference, 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.”**

The 2014/15 work programme includes three enabling workstreams that have started to lay the foundations for future work.

In terms of refreshing the vision, the feedback from the CPSRB Review indicates that this vision may still apply. This needs to be discussed by the Board to see if any changes are required. The detailed changes may come in terms of the focus and the workplan for 2015/16.

## 3. Development of focus and workplan for 2015/16

The Board need to confirm their focus and their workplan for the forthcoming year. A focus that had some support at the CPSRB business planning day was **‘agreeing and implementing a model of locality-based collaborative working’**.

This was also a recommendation from the Commission; *Public services should agree a model of locality-based working; ‘Many services are best delivered and integrated on a neighbourhood basis, where individual frontline workers should be empowered to deliver the right service for individuals and communities. Public services should develop a common understanding and approach to locality-based working, starting with a single understanding of standard localities across the borough.’*

This focus should, however, also be underpinned by the principles of;

- Early intervention and prevention
- Information and intelligence sharing

In addition, the commission made a strong recommendation that ‘test-bed’ areas should be identified to improve outcomes in the borough and to demonstrate new ways of working.

Based on the evidence they received, they suggested that the test-bed areas could include: managing mental health, locality working and health and well-being.

The Board need to consider if these focuses are the right option, and if so, how a workplan can be developed with clear milestones, outcomes and timescales that can be resourced managed and delivered through the partnership structure.

## Conclusion

The purpose of this report is for the Board to start a debate on some of the areas that they need to change to improve.

It is recommended that partners give due consideration to the issues raised in this report within their organisations in advance of the meeting so that the Board can have a full discussion at their meeting on the 21<sup>st</sup> April.

Dependant on the outcome of that discussion, it is recommended that agreements and commitments are quickly reached on the next steps and how to progress any future changes.

This page is intentionally left blank