

# Chorley Public Service Reform Board

**Tuesday, 16 June 2015**

**Present:**

Councillor Alistair Bradley (Chair) and Councillor Mark Perks (Chorley Council), Reverend Martin Cox (Live Well Champion), Diane Gradwell (VCFS) Network, Janice Lea (Age Well Champion), DCI Jon Clegg (Lancashire Constabulary), Carole Spencer (Lancashire Teaching Hospitals), Steve Winterson (Lancashire Care Foundation Trust), Louise Giles (Chorley and South Ribble Clinical Commissioning Group), and Amanda Jakeman (Department for Work and Pensions).

**Also in attendance:**

Sarah James (Head of Policy (Public Service Reform)) and Hayley Hughes (Public Service Reform Programme Officer)

## **1. WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed everyone to the meeting, especially to those attending the group for the first time.

Apologies for absence were submitted on behalf of Gary Hall (Chief Executive, Chorley Council), Councillor Hasina Khan (Chorley Council), County Councillor Tony Martin (Lancashire County Council), Sakthi Karunanithi (Lancashire County Council), Stephanie Tuft (Age Well Champion), Chief Inspector Tracie O'Gara (Lancashire Constabulary), John Buck (Lancashire Fire and Rescue), Sue Moore (Lancashire Care NHS Trust), Janet Hodgson (Runshaw College), Gill Dalton (Department for Work and Pensions), Allan Jones (Business Representative), and Chris Sinnott (Project Director).

## **2. MINUTES OF THE LAST MEETING 21ST APRIL 2015**

### **2a To confirm as a correct record the minutes of the meeting of the Chorley Public Service Reform Board on 21st April 2015**

RESOLVED: That the minutes of the Chorley Public Service Reform Board held on 21<sup>st</sup> April 2015 to be confirmed as a correct record.

### **2b Matters arising not otherwise covered on the agenda.**

There were no matters arising.

## **3. REFRESH OF CHORLEY PUBLIC SERVICE REFORM BOARD - PROGRESS AND RECOMMENDATIONS**

Sarah James advised that the agenda set out progress made on the refresh of the Chorley Public Service Reform Board, and proposed recommendations for the Board to take decisions on. Since the last

meeting on April 21<sup>st</sup> activity has been undertaken to review progress with partners.

These solutions are presented as recommendations, and the board were asked to work through these and make decisions on the recommendations set out; giving consideration to how the Board operates, bringing together principles and proposals, and how partners engage with the programme of activity. Some of the recommendations require a fundamental shift in thinking and commitment to change working in partnership.

#### **4. CONTEXT**

The 'Review and Proposals for the Future Report' was presented at the Public Service Reform Board meeting on 21st April, and was provided to remind partners of the context and background for change. The report was presented for information purposes only.

#### **5. PARTNER ENGAGEMENT**

Sarah James advised that further to the board on 21<sup>st</sup> April, a process was undertaken to engage with partners on the future of the Reform Board. A paper to summarise the discussions that have taken place with partner organisations, and how the changes have been developed as a result was presented for information purposes only.

The discussions covered three key areas:

- Function - Clarity and shared understanding of what we are trying to change – what do we want to achieve? This has included the vision of the Board and work priorities.
- Form - Structures to enable change – how do we need to be organised to achieve that change? This has included the governance of the board.
- Commitment – what do we all need to commit to in order to make that change. This has included an understanding of the resources available in terms of staff and budgets.

The outcomes of the discussions were reflected in the Terms of Reference presented.

#### **6. FORM - REFRESHED TERMS OF REFERENCE AND STRUCTURE**

Sarah James presented the Terms of Reference with a proposed refreshed structure, and new purpose which states "We will work together to integrate and reconfigure public services in Chorley to provide the best outcomes for residents."

The Public Service Reform Board, will look to become an Executive Board who will implement the strategic vision and direct work of the partnership, as well as ensuring measurable outputs are being delivered. The leader of the District Council will act as Chair.

There will be a new group established to pick up lessons learned from task and finish groups last year, with the aim to have consistent membership and commitment from partner organisations. The Public Service Reform Implementation Group will deliver the aims of the vision, assume a portfolio, and manage performance, reporting to the Executive.

Both groups will meet on a monthly basis.

To increase governance and scrutiny, a Public Service Reform Board will be in place, meeting bi-annually, which will hold the Executive to account. The Public Service Reform Board Executive would also be held to account by the Overview and Scrutiny Committee in Chorley Council. This would also ensure that the activity from the Executive was subject to public scrutiny.

Commitment from partners was discussed, including proposals of two levels of partnerships, Full and Affiliated. It was recognised that organisations are in different places in terms of commitment to resources, funding, and organisational structures, and that not all partners are able to give full partnership commitment. Input and support from all partners was welcomed and valued.

It was agreed that as part of the Terms of Reference an additional element to link the Chorley Public Service Reform Board programme with governing bodies of partner organisations should be reflected.

It was also agreed that the practical delivery of the programme will give a significant contribution to partner organisational objectives, and that a link across annual plans would be essential to ensure alignment of strategies, and impact on commissioning reviews.

**ACTION:** For partner organisations to consider how the work of the Chorley Public Service Reform Board can be linked into annual plans to support alignment of strategies.

Clarification on the proposal of having an Independent Chair for the Executive was given, as this was proposed in the Review and Proposals for the Future Report, but following discussions with partners, the Terms of Reference only proposed an Independent Chair for the Public Service Reform Board.

**DECISION: Partners agreed to approve the new Terms of Reference, including the wording of the purpose of the partnership; proposed structure; governance and accountability arrangements and operating arrangements.**

## **7. STATEMENT OF COMMITMENT**

Sarah James defined the Full and Affiliated partner roles. Partners were asked to confirm their level of commitment.

Full Partners being able to: commit to fundamentally changing the way they deliver services for residents of Chorley; commit their organisation to

deliver the work programme; commit to providing an annual financial contribution; engaging in the partnership by advising on what is/is not deliverable; being transparent about other changes to services/structure; and engaging with the wider workforce.

**DECISION: Full Partners agreed as:**

- **Chorley Borough Council**
- **Lancashire Fire and Rescue Service**
- **Lancashire Teaching Hospitals NHS Trust**
- **Lancashire Care NHS Foundation Trust**
- **Chorley and South Ribble Clinical Commissioning Group**

Affiliated Partners being able to; consider changing the way they deliver services for residents of Chorley; commit their organisation to support the delivery of the work programme; engaging in the partnership by advising on what is/is not deliverable; being transparent about other changes to services/structure; and engaging with the wider workforce.

**DECISION: Affiliated partners agreed as:**

- **Lancashire County Council** (to be reviewed in September)
- **Chorley VCFS Network**
- **Lancashire Constabulary**
- **Department for Work and Pensions**

Runshaw College to be confirmed at next meeting.

**ACTION:** Partners to provide written confirmation of commitment, with representative details and full signatures.

All partners thanked for making the commitments agreed.

## **8. APPOINTMENT OF ADVOCATE ROLES**

Sarah James advised that historically these roles have been champion roles.

Three new advocate roles, whose purpose is 'to provide the partnership with a willingness to question and challenge the direction and progress, as well as championing the needs and issues of their particular cohort' were proposed.

These roles included; Business Advocate, Third Sector Advocate and Community Advocate. The roles will work to the following principles;

- To provide a balance between support and challenge
- To ask provocative and challenging questions of the partnership
- To draw on their skills, knowledge and experience to provide a differing
- perspective and champion the needs and issues of a particular cohort

The Board were asked to appoint individuals to fill these roles following nominations.

**DECISION: The Community Advocate was agreed as Reverend Martin Cox and the Business Advocate was agreed as Allan Jones. The Third Sector role was agreed to be resolved outside the meeting, ensuring clarity on how this links to the VCFS Partnership Role.**

It was agreed to review the structure in 12 months time.

## **9. RESOURCING AND PROGRAMME OFFICE**

The terms of reference set out the role of the programme office as; ‘ The programme office will be responsible for ensuring that the partnership is structured and organised to deliver the strategy. The programme office will be responsible for;

- Administering the meetings of the Board, Executive, and Implementation Group
- Providing a central project and performance management function to drive the delivery of the strategy
- Providing an intelligence and analysis function to develop a robust evidence base to support the strategy
- Maintaining a risk register and where appropriate escalating risks to delivery

The Board agreed that work is undertaken following this meeting to develop a model for how this will be organised and resourced and is brought back to the board, to approve by e-mail, in four weeks time. Any suggestions from the board to develop this function were welcomed.

## **10. FUNCTION - APPROVAL OF THE CHORLEY PUBLIC SERVICE REFORM STRATEGY 2015-2020**

Sarah James advised that this agenda item covered what we are going to achieve, giving a purpose of the strategy, which will be part of a five year vision.

The three year work plan enables longer term goals, and fit to the principles set out, as well as budget cycles and planning process across partnerships. This would be updated and refreshed on an annual basis.

- Year One sets out plans to cover Integrated Locality Working, looking at design processes, workforce and including a “perfect locality” element. This will also recognise other reform programme activity at a locality level.
- Year Two covers integrated provider partnerships, looking at governance and organisational arrangements.
- Year Three covers Integrated Commissioning, picking up the “Chorley Pound” and how this is spent.

In addition to this, there will be three projects that run across the timeframe:

- System leadership – how do you become leaders of public services
- Culture and Workforce – commonality of development programmes and values
- Data intelligence and sharing – sharing of information and knowledge

Partners were then asked for views on the plan

LCFT fully support the operational plan.

LTHTR advised to link up with Healthier Lancashire and ensure operational plan in terms of health model is aligned, as well as Health and Well Being Board.

CCG advised to consider linking to commissioning functions, and also to consider Personal Health budgets and how these impact in terms of funding. This is a potential risk in terms of integrated commissioning, although some trials have been completed.

Cllr Perks advised about ensuring the activity in the Public Service Reform Programme links with other partnership groups, including Community Safety, Children's Partnership[, and raising awareness with members on activity.

**ACTION:** It was agreed that Programme Office would bring a proposal on how links with other partnership bodies could be reported and communicated.

A request to include Primary Care representation at the Executive was discussed, and Louise Giles suggested inviting Dr Richard Kelsall (GP Director) to become a member of the Executive board.

**ACTION:** Programme Office to arrange an invite to Dr Richard Kelsall to be on the Executive Board, and offer an induction.

Reverend Martin Cox asked how the commissioning work completed in the last year would feed into the proposed workplans. It was agreed that this would be factored into trials established in Year One.

**DECISION: The Chorley Public Service Reform Strategy 2015-2020 was approved.**

### **11. MOVEMENT TO ACTION - 30 DAY WORKPLAN**

Sarah James presented the 30 day workplan, in preparation for starting meetings in earnest from September.

Confirm full and affiliated partners;

Confirm organisational representatives for;

- Board
- Executive
- Implementation

Meeting arrangements;

- Set up monthly meetings for 2015/16 for the Executive and Implementation Group

Programme Office;

- Develop proposal for the requirements of the programme office and how this will be resourced

Year One Workplan

- Develop Outline Business Case and action plan
- Develop summary of overarching projects

It was agreed to report on progress in July, by e-mail.

Meeting cycles were proposed as:

Executive to meet 3<sup>rd</sup> Tuesday of every month at 16.00pm

Implementation Group to meet 1<sup>st</sup> Tuesday of every month at 16.00pm

LTHTR asked that all organisations have some information which is clear on terms of partnership agreements, strategy and workplans, which could be shared with governing bodies, e.g. Clinical Senate.

**ACTION:** Programme Office to draft a presentation covering the key elements of the Chorley Public Service Reform Programme, and include an offer to present at relevant boards in partner organisations.

**DECISION:** The board approved the 30 day workplan.

## **12. ANY OTHER BUSINESS**

Hayley Hughes provided an update on the Well North Programme, and the opportunity to submit an Expressions of Interest to the Well North Board. Members would be kept up to date with progress on this submission.

Councillor Alistair Bradley expressed his thanks to Sarah James for all the work completed on behalf of the board, and wished her success in her future role with Lancashire Teaching Hospitals.

## **13. DATE OF NEXT MEETING**

Due to the re-structure of the board, dates of future meetings would be confirmed outside the meeting.