

Chorley Public Service Reform Executive

Tuesday, 15 September 2015

PRESENT:

Councillor Alistair Bradley (Chair), Councillor Paul Leadbetter, Gary Hall (Chorley Council), Rebecca Huddleston (Chorley Council), Carole Spencer (Lancashire Teaching Hospital NHS Trust), Steve Winterson (Lancashire Care Foundation NHS Trust), County Councillor Tony Martin (Lancashire County Council), Mel Ormesher (Lancashire County Council), Reverend Martin Cox (VCFS Network), Jon Clegg (Lancashire Constabulary), Janet Hodgson (Runshaw College), Allan Jones (Business Advocate)

APOLOGIES:

John Buck (Lancashire Fire and Rescue), Sue Moore (Lancashire Care Foundation NHS Trust), Martin Clayton (Chorley and South Ribble Clinical Commissioning Group), Dr Lindsay Dickinson (Primary Care Representative), Andrea Trafford (GP Business Manager), Diane Gradwell (VCFS Network), Amanda Jakeman (Department for Work and Pensions)

OBSERVER: Councillor Hasina Khan

OFFICERS: Vicky Willett and Hayley Hughes

1.WELCOME, INTRODUCTIONS AND APOLOGIES FOR ABSENCE

Members were welcomed to the group by Gary Hall (covering Chair Role for first part of the meeting). Following the restructure of the Chorley Public Service Reform Partnership, there were new members joining the Executive Group. Introductions were made, and apologies noted.

2.MINUTES AND MATTERS ARISING FROM CHORLEY PUBLIC SERVICE REFORM BOARD 16.06.15

Members agreed to sign off the minutes of the last Chorley Public Service Reform Board meeting, held on 16.06.15, with no matters arising.

3.ACTIONS FROM CHORLEY PUBLIC SERVICE REFORM BOARD 16.06.15

A review of the actions from the Chorley Public Service Reform Board (16.06.15) was made, and a number of actions have been cleared through the 30 day update issued in July.

One item was outstanding which was to consider how the work of Chorley Public Service Reform Partnership can be integrated with annual plans and strategies in each organisation. Executive members were asked to take this action forward in their own organisations as part of current reviews of plans.

4. CHORLEY PUBLIC SERVICE REFORM PARTNERSHIP TERMS OF REFERENCE

Some minor amendments have been made to the Terms of Reference of the Chorley Public Service Reform Partnership, which included confirmation of partnership commitment, alignment of plans, and how new members will be invited onto relevant groups.

Carole Spencer suggested how the work on accountable care systems, and emerging Vanguardians could be included in the remit of the group, and it was agreed to bring this work into the group as part of the work programme activity.

Steve Winterson was thanked for covering the role of Chair for the Implementation Group.

The Terms of Reference were signed off by the Executive.

5. OUTLINE BUSINESS CASE AND ACTION PLAN

Vicky Willett presented the Outline Business Case asking for views from the Executive Group that this reflects the work expected from the Chorley Public Service Reform Partnership, in terms of delivering Public Services in a different way, to bring in efficiencies and manage demand. The case for change, including details of Chorley demographics and service demands are set out in the business case.

It was explained that the business case adds detail to the existing strategy, and the draft had been considered by the Implementation Group, who will deliver the work required and present updates to the Executive where a decision, approval or a steer on next steps is required.

Clarity on the Board and Executive role were provided in terms of the Board will meet twice a year, and confirm the strategic delivery of the strategy, addressing any issues of concern. The Executive will ensure that the work being developed in on the right track, ensuring key issues around high demands on services, financial pressures, and development of work against increasing population are addressed. Language and terminology needs to be transparent for all partners to clear on what is being delivered.

Five workstreams are detailed in the business case, three are to be covered in Year One, and two are set out as overarching priorities covering a three year period. These are detailed below:

Integrated Locality Working, proposed lead - Implementation Group (Year One) Objective - To have Public services delivered by a joint workforce, improving processes and behaviours based on a consistent understanding of locality, so that services are delivered in an integrated and coordinated system.

The five stages of access was referred to, and this needs to be aligned with the JSNA and Six Shifts Showcase being delivered at the end of September by LCC colleagues. Next steps involve understanding of existing locality working, agreement

of priorities, and service offers covering Chorley. This will result in options being presented to the Executive in terms of bringing teams together.

Data and Intelligence, proposed lead - Implementation Group (Year One)

Objective - To understand multi-agency activity to extend and enhance intelligence towards developing a shared data system to support an integrated service model.

Learning from the Integrated Action Team would support this workstream, and opportunities to consider digital platforms on sharing information supporting risk analysis and evidence based commissioning is part of this consideration.

Partnership Oversight – proposed lead – Executive (Year One)

Objective - To have oversight, influence and co-ordination of the other reform programmes at a locality level. Proposals covered in the agenda.

Leadership – proposed Lead – Executive (Overarching 3 years)

Objective - To develop partners as leaders of public services for Chorley, working and thinking differently to translate the vision into action. Proposals covered in the agenda.

Culture and Workforce – proposed lead – Executive (Overarching 3 years)

Objective – To develop shared values and behaviours that will form a basis for a single public service culture and integrated workforce. Proposals covered in the agenda.

Information on the big Chorley Conversation was provided, which is a public consultation exercise being carried out by SPICE, a social enterprise organisation. This has flowed from the Chorley Commission work, and will take place over the next couple of months, and will be a mass engagement about how public services and communities work together. The outcome will help define the future of public services and provide personas which will factor into work of the Implementation Group in terms of developing processes to meet the needs of the public.

Carole Spencer advised how this could link in with the consultation exercise on the Clinical Service Strategy planned in December 2015. She also suggested that hospital staff, and staff in the partnership organisations who work and live in the Chorley Borough could help in how information is gathered in the conversation activity.

The Executive were asked for views on the Outline Business Case:

Cllr Leadbetter asked for clarity on System Leadership, and Leadership referred to in the document. Depending on the view of what is needed, this could be specific to a new leadership model, managing public services as one system, or could be more general leadership development.

Allan Jones asked if jobs and employment could be factored into the business case in terms of linking in with wider determinants of health.

Carole Spencer advised that the reason for the business case showing the financial gap and increased population is not carried through as a target, but more implicit.

Advised that work completed by the partnership needs to ensure it is good enough to address the key demands being faced.

Steve Winterson agreed that we need to be clear on the outcomes of the work, by doing more with the same resource, or same level for less.

Martin Cox commented on the five stages of access and being clear if the work being progressed will be complimentary to existing services, or be of a supplementary nature.

Gary Hall advised that the prioritisation of work will need to consider what can be delivered at pace, and what can make a financial impact.

Action Point – Outline Business Case to be updated by PMO to reflect the comments from the Executive.

Executive agreed that the Outline Business case was in the right place, and with the changes, this could be signed off as the first iteration, which could be reviewed as future actions agreed.

6.IMPLEMENTATION GROUP UPDATE

A verbal update from Steve Winterson as Chair of Implementation Group was provided. The group met on 8th September, and had good representation from across the partnership, with positive input from attendees. Main focus was to bring members to a shared understanding on the business case. There was a concern from the group about the ambition and scale of change, and the Executive was asked for assurance that we are committed to the workstreams set out, and to commit to give resource to this, or if the scope needs to be scaled down to focus on particular areas.

From experience of members it was acknowledged how long changes take to develop and deliver within organisations, and if scaled up across the partnership organisations this could increase pressure on delivery.

It was noted that involvement from Primary Care (local GPs) being directly involved with the partnership would benefit delivery of work, and representatives have been established to be involved in the work of the Executive and Implementation Group.

It was agreed that the Implementation Group should have assurance from the Executive that they agree that work programme is ambitious, and needs to have commitment to deliver the workstreams set out. The scale and pace is important, and that they have a set of asks from the Executive which are:

- Establish what we want to address as a partnership
- What could be saved financially/resources
- How this could be delivered

Action Point – Steve Winterson to advise the Implementation Group on the asks from the Executive

Action Point – Executive Members to have discussions with Implementation Group members to give assurance on the commitment agreed to the Chorley Public Service Reform Partnership work programme.

Action Point – PMO to confirm representatives from the GP local community.

7.PROGRAMME RESOURCING

Rebecca Huddleston presented the proposal for the requirements of the programme management office and how this will be resourced. She advised that for 2014/15 funding from four partners covered the role of Programme Officer (Full Time) and Programme Manager (1 day/week). Due to an underspend of funding carried forward and funding for the Transformation Challenge award, the same resource can be supported for 2015/16.

There is no funding available to progress any external work, which may include training and development, leadership training, consultancy, facilitators, or opportunities where pump prime funding is required.

Vicky Willett advised that the scale and impact on training and development will be dependant on funding available.

Carole Spencer advised that resources from OD departments could be utilised, and a collective response may be available to meet the need of the project, to support a contribution in kind.

As part of the re-structure of the Public Service Reform Partnership, full partners gave commitment to a contribution of £10-£20k. Full members were asked to consider how this funding is provided either by signing up to an up front amount, or support on case by case basis.

Cllr Bradley asked members to stand by commitment of amounts discussed, until more known about costs of projects being delivered. This was agreed by full partners present.

The Executive agreed to support the commitment in kind, and consider how resources can be utilised from within organisations.

8.PARTNERSHIP OVERSIGHT

Vicky Willett presented the Partnership Oversight advising that other Programmes and Partnerships may impact the work on the Chorley Public Service Reform Partnership programme. Proposals on how we link to these, and the level of involvement were noted, with the consideration of having an overview presented to the Executive on a regular basis.

Programmes included the Better Care Fund, Healthier Lancashire, Well North and Transformation Challenge Award.

Boards included the Health and Wellbeing Board, Clinical Senate, Children's Partnership, and Community Safety Partnership.

It was proposed that the involvement of the Implementation Group would be better place in these areas to flag up opportunities to link in with work we are delivering, with a view to reduce duplication, and increase connectivity.

It was noted the proposals to close the Clinical Senate and move this accountability to the Central Health and Wellbeing Partnership.

The outcomes of the Healthier Lancashire alignment of plans may also bring in governance on how a number of boards are managed across the county.

The information captured would be useful in terms of mapping priorities and areas of focus, and a suggestion was made to map these across the five stages of access, giving relevance to Chorley, with an understanding of prevention activity, priorities and timelines, against the programme workstreams.

Action Point – PMO to develop matrix to capture activity in boards and programmes to support perfect locality work and gap analysis.

9.MANAGEMENT DEVELOPMENT FRAMEWORK

Vicky Willett presented the proposal on how the two workstreams, System Leadership and Culture and Workforce, can be managed, looking at how leaders of organisations can become leaders of public services.

Development on leadership styles and skills, using a range of training such as team coaching, Executive coaching, facilitated sessions, peer support, shared learning could be progressed for the Executive. Although this would be subject to funding available.

Following discussion, comments raised included that the managers have skills in many of the areas stated, and there needs to be an understanding of what leadership support around system leadership is happening across organisations. This could give opportunities to share across the group to develop a group identity and single team focus, work as one as an Executive.

Action Point – Executive members to confirm what leadership development is already in place in each organisation to shape and develop the Executive to influence the wider system, and confirm resources available that could be utilised.

Cllr Martin suggested LGA as a contact (Steve Borwick) who has experience of managing leaders covering two tier structures.

10.REVIEW OF THE INTEGRATED ACTION TEAM

Hayley Hughes presented the findings from the review of the IAT with recommendations to be approved by Executive. The report reflects five meetings of the IAT, dealing with 37 cases. Interventions put in place have included low level practical support, through to enforcement activity. Most common issues have been related to alcohol and mental health, and 70% of cases referred have been males ageing between 40-59 years.

The recommendations were agreed, which included approval for the IAT to continue as a monthly Operational Group, and to request the Implementation Group to consider how multi agency groups can capture data for vulnerable, high risk

individuals to support an efficient referral pathway, including feasibility of the system identifying areas of risk.

11.DATE OF NEXT MEETING

To be held on 20th October 2015 at 16.00, in Committee Room One, Chorley Town Hall

12.SUMMARY OF ACTION POINTS

Action Point – Outline Business Case to be updated by PMO to reflect the comments from the Executive.

Action Point – Steve Winterson to advise the Implementation Group on the asks from the Executive

Action Point – Executive Members to have discussions with Implementation Group members to give assurance on the commitment agreed to the Chorley Public Service Reform Partnership work programme.

Action Point – PMO to confirm representatives from the GP local community.

Action Point – PMO to develop matrix to capture activity in boards and programmes to support perfect locality work and gap analysis.

Action Point – Executive members to confirm what leadership development is already in place in each organisation to shape and develop the Executive to influence the wider system, and confirm resources available that could be utilised.