

# CHORLEY PUBLIC SERVICE REFORM BOARD

## **PROGRAMME OF WORK; OUTLINE BUSINESS CASES AND WORKPLAN 2014/15**

### **PURPOSE OF REPORT**

This report presents the programme of work for the Chorley Public Service Reform Board for 2014/15. It provides outline business cases for each workstream and the annual work programme for approval.

### **RECOMMENDATION**

It is recommended that this programme of work is approved by the Board, and that respective partners instruct their officers to begin to deliver the workstreams.

### **BACKGROUND – DEFINING THE WORKSTREAMS**

Following the last Partnership Executive meeting, the work streams were discussed and approved. This includes;

- Chorley wellbeing and resilience system – this will consider all of the wellbeing services currently provided in Chorley by the following organisations; Chorley Council, Lancashire County Council, Lancashire Care Foundation Trust and Chorley and South Ribble Clinical Commissioning Group, and redesign the way they are provided to ensure a better service for communities at lower cost.

It will be supported by three enabling workstreams;

- 1. Integrating our assets - 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
- 2. Intelligence led services and sharing intelligence - 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
- 3. Joint Commissioning - 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

These three workstreams, assets, data and commissioning will help to build the case and enable transformational change across the whole service

## **OUTLINE BUSINESS CASES**

For each workstream, an outline business case has been developed which defines the following;

- Aim
- Scope
- Objectives
- Deliverables
- Outcomes
- Milestones
- Risks
- Links to other programmes

The business cases also defined the commitment required from partner organisations to achieve the objectives as set out. These have been shared with partner organisations, and partners asked to agree to sign up to them and name officers to work on these projects.

All partner organisations have confirmed their commitments to the workstreams, and this is now contained within the outline business cases. These are attached at Appendix A.

## **2014/15 WORKPLAN**

The attached workplan (at Appendix B) sets out the milestones for each workstream. It schedules the work from July 2014 through to March 2015.

Following approval of the outline business cases, the named officers will start to deliver against this workplan. Summary reports of progress will be brought back to the Board.

## **CONCLUSION**

The outline business cases and workplan are presented to the Board for discussion and comment. It would be useful to check that Board members are satisfied that the content is right, that the appropriate links have been made to other programmes of work and that the timescales are achievable.

It is recommended that this programme of work is approved by the Board, and that respective partners instruct their officers to begin to deliver the workstreams.

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**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (INTEGRATED ASSETS)**

WORKSTREAM	INTEGRATED ASSETS	
<p><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</p>		
<p><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.</p>	<p><b>Scope;</b> Within scope;</p> <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> <p>Not in scope – non-physical assets or those outside of the Chorley boundaries</p>	<p><b>Organisational commitments;</b> Partners must commit to;</p> <ol style="list-style-type: none"> <li>1. Providing their property portfolio and details of current capacity</li> <li>2. Providing staff resource (property services) to take part in the review</li> <li>3. Consider the recommendations of the review and implement the actions where possible</li> </ol>
<p><b>Objectives;</b></p> <ol style="list-style-type: none"> <li>1. To obtain property portfolio lists from all partners</li> <li>2. To understand and review capacity in each property</li> <li>3. To review the linkages between services provided in properties</li> <li>4. To make recommendations on the potential for co-location, transfer or reduction</li> </ol>	<p><b>Deliverables;</b></p> <ul style="list-style-type: none"> <li>• Combined asset list of Chorley properties</li> <li>• Review of capacity and potential for co-location, transfer or reduction</li> <li>• Agreed recommendations for the future joint property portfolio</li> <li>• Action plan for implementation</li> </ul>	<p><b>Outcomes;</b></p> <ul style="list-style-type: none"> <li>• More services will be co-located thus ensuring a more coordinated service for customers</li> <li>• Better use of public buildings, leading to a more effective use of resources</li> <li>• Organisations will make better use of available property within Chorley including options for community transfers</li> </ul>
<p><b>Key Milestones;</b> Quarter One – Outline Business Case approved Quarter Two – Collect and analyse current property portfolios, make recommendations Quarter Three – Agree recommendations and implementation plan</p>	<p><b>Risks;</b></p> <ul style="list-style-type: none"> <li>❖ Inability of organisations to commit to recommendations due to leases, or other reasons</li> <li>❖ Management of shared space</li> </ul>	<p><b>Links to other programmes</b></p> <ul style="list-style-type: none"> <li>• Community asset mapping work done by Connect 4 Life</li> <li>• Corporate Assets Review (LCC)</li> </ul>
<p><b>Named Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Chorley VCFS Network, Lancashire Teaching Hospitals Trust</p>		

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (JOINT COMMISSIONING)**

WORKSTREAM	JOINT COMMISSIONING	
<p><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</p>		
<p><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.</p>	<p><b>Scope;</b> Within scope;</p> <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> <p>Not in scope – undertaking the commissioning process for planned procurements</p>	<p><b>Organisational commitments;</b></p> <ol style="list-style-type: none"> <li>1. Providing details of their current commissions and processes</li> <li>2. Providing staff resource (commissioning support) to take part in the review</li> <li>3. Take part in a new locality based model as a pilot, if applicable</li> <li>4. Considering and responding to the outcomes and recommendations</li> </ol>
<p><b>Objectives;</b></p> <ol style="list-style-type: none"> <li>1. To understand the commissioning processes and budgets from each organisation</li> <li>2. To consider what this means for Chorley in terms of services</li> <li>3. To review how the support for commissioning is resourced</li> <li>4. To develop and potentially test a new model of commissioning on a locality footprint</li> <li>5. To make recommendations for a way forward towards joint commissioning</li> </ol>	<p><b>Deliverables;</b></p> <ul style="list-style-type: none"> <li>• Organisational specifications of what they commission, the processes they undertake and the support in place</li> <li>• A combined view of commissioning budgets within Chorley</li> <li>• A test model to be developed and tested</li> <li>• Recommendations for joint commissioning</li> </ul>	<p><b>Outcomes;</b></p> <ul style="list-style-type: none"> <li>• Services to be better co-ordinated and joined up</li> <li>• Better experience for residents</li> <li>• Better use of resources as commissioning support can be aligned</li> </ul>
<p><b>Key Milestones;</b> Quarter One – Outline Business Case approved Quarter Two – Profile current commissioning Quarter Three - Develop test model Quarter Four – Agree recommendations for future commissioning</p>	<p><b>Risks;</b></p> <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>	<p><b>Links to other programmes</b></p> <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>
<p><b>Named Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Chorley VCFS Network, Lancashire Teaching Hospitals Trust</p>		

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE)**

<b>WORKSTREAM</b>	<b>INTELLIGENCE LED SERVICES AND SHARING INTELLIGENCE</b>	
<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 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>Organisational commitments;</b> Partners must commit to; <ol style="list-style-type: none"> <li>1. Providing information on the data they hold and their data sharing protocols</li> <li>2. Reviewing the current practices in developing and a joint agreement</li> <li>3. Participating in a new agreement</li> </ol>
<b>Objectives;</b> <ol style="list-style-type: none"> <li>1. To understand what the intelligence of each organisation / data protocols are</li> <li>2. To understand the codes of practice regarding data sharing</li> <li>3. To identify and overcome any barriers by developing joint agreements / policies</li> <li>4. To implement and test the new agreements in a particular location / cohort</li> </ol>	<b>Deliverables;</b> <ul style="list-style-type: none"> <li>• Evaluation of organisational data and their respective protocols</li> <li>• Review of the codes of practice regarding data</li> <li>• Development of joint agreement / policy to data sharing</li> <li>• Testing of joint agreement / policy in a pilot</li> </ul>	<b>Outcomes;</b> <ul style="list-style-type: none"> <li>• Organisations have clarity regarding what information they will and will not share, and an agreement to promote it where possible</li> <li>• Support for people can be better co-ordinated and targeted, with an emphasis on an 'tell us once' type contact</li> </ul>
<b>Key Milestones;</b> Quarter One – Outline Business Case approved Quarter Two – Evaluation of data /processes, review of codes and develop joint agreement and develop and deliver model for testing new agreements	<b>Risks;</b> <ul style="list-style-type: none"> <li>❖ Organisations are not willing to provide information or protocols</li> <li>❖ Organisations are not willing to implement new agreement</li> <li>❖ No model for testing is identified</li> </ul>	<b>Links to other programmes</b> <ul style="list-style-type: none"> <li>• Better care, better value programme (LCFT / LCC / CCG)</li> </ul>
<b>Named Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, Lancashire Constabulary, Lancashire Fire and Rescue Service		

**CHORLEY PUBLIC SERVICE REFORM BOARD – WORKPLAN 2014/15 – OUTLINE BUSINESS CASE (CHORLEY WELLBEING AND RESILIENCE SERVICE)**

WORKSTREAM	CHORLEY WELLBEING AND RESILIENCE SERVICE	
<p><b>Description;</b> a pilot project to look at the feasibility of an integrated wellbeing and resilience system that encompasses wellbeing services, trailing the learning from the other work streams</p>		
<p><b>Background;</b> Organisations currently invest in a range of wellbeing and resilience services, but the current offer is fragmented. Activities are not joined up, there are multiple providers of similar services and a range of access points and criteria. This workstream aims to consider how looking beyond organisational boundaries we could integrate some of these services.</p>	<p><b>Scope;</b> Within the scope;</p> <ul style="list-style-type: none"> <li>• Services that contribute to wellbeing and resilience from the organisations that are signed up</li> <li>• A review of provision and a recommendation for a different service with options for delivery</li> </ul>	<p><b>Organisational commitments;</b> Partners must commit to;</p> <ol style="list-style-type: none"> <li>1. Providing a matrix of their services that contribute to wellbeing and resilience</li> <li>2. Providing staff resource to support the review</li> <li>3. Giving due consideration of the options of delivery</li> <li>4. Agreeing and implementing the action plan</li> </ol>
<p><b>Objectives;</b></p> <ol style="list-style-type: none"> <li>1. To identify which wellbeing and resilience services could be delivered in Chorley</li> <li>2. To generate options for future service delivery</li> <li>3. To present and agree recommendations for development of the service</li> <li>4. To develop an implementation plan</li> </ol>	<p><b>Deliverables;</b></p> <ul style="list-style-type: none"> <li>• Development of service matrices per organisation for their wellbeing services</li> <li>• Development of matrix for an integrated service</li> <li>• Model options for service structure</li> <li>• Report of findings and recommendations</li> <li>• Proposed Implementation plan</li> </ul>	<p><b>Outcomes;</b></p> <ul style="list-style-type: none"> <li>• Services are more joined up and easier to access for the customer</li> <li>• Duplication in services is reduced to ensure more effective public spending</li> <li>• More opportunities are provided for people to look after their own wellbeing and resilience</li> </ul>
<p><b>Key Milestones;</b> Quarter One – Outline Business Case approved and development of service matrixes Quarter Two – Development of matrix for an integrated service and model options for delivery Quarter Three – Report and Recommendations Quarter Four – Approval of implementation plan</p>	<p><b>Risks;</b></p> <ul style="list-style-type: none"> <li>❖ Organisations are not able to fully commit to different ways of working and the potential of different ways of delivering their services</li> <li>❖ Changes adopted are only minor and do not achieve maximum impact</li> </ul>	<p><b>Links to other programmes</b></p> <ul style="list-style-type: none"> <li>• Recommissioning of wellbeing services (LCC)</li> <li>• Integrated wellbeing framework (LCC)</li> <li>• Better Care Fund (LCC/CCG)</li> <li>• Integrated Neighbourhood Teams (LCFT / LCC / CCG)</li> </ul>
<p><b>Named Partners;</b> Chorley Council, Lancashire Care Foundation Trust, Lancashire County Council, Chorley and South Ribble CCG, Lancashire Teaching Hospitals Trust, Chorley VCFS Network, Lancashire Constabulary</p>		