

TERMS OF REFERENCE

1.1 Purpose of the Chorley Public Service Reform Partnership

- 1.1.1 The purpose of the partnership is to “We will work together to integrate and reconfigure public services in Chorley to provide the best outcomes for residents.”
- 1.1.2 The partnership will work to fulfil this purpose and improve outcomes for the people of Chorley
- 1.1.3 The partnership has a five year vision that they are working towards; “By 2020, we will have high quality integrated public services which provide value for money and the best outcomes for the residents of Chorley”
- 1.1.4 The partnership will deliver this through the Chorley Public Service Reform Strategy 2015-2020 (attached), which contains within it three areas of strategic focus;
 - One public service
 - Integrated provider partnerships
 - Integrated commissioning
- 1.1.5 The partnership will be responsible for ensuring delivery of this strategy through the delivery mechanism as outlined within this partnership agreement.
- 1.1.6 The partnership will also lobby and influence other partnership bodies, such as the Children’s Partnerships Boards, Community Safety Partnerships, Health and Wellbeing Boards, to ensure that Chorley issues are recognised and acted upon.

1.2 Structure

- 1.2.1 To enable the partnership to deliver this purpose, the partners will adopt the following structure;

Group	Public Service Reform Executive	Public Service Reform Implementation Group	Public Service Reform Board
Role	<ul style="list-style-type: none"> • To implement the strategic vision through collective use of their organisational resources • To direct the work of the Partnership and ensuring that there are sufficient resources to deliver the vision • To link the work of the Partnership to annual plans, and align work with organisational strategies 	<ul style="list-style-type: none"> • To deliver the aims set out within the PSR vision and associated project plans • To each assume a portfolio of responsibility for delivery • To performance manage against progress and to highlight any risks or issues to the Executive 	<ul style="list-style-type: none"> • To hold the Executive to account for implementing the strategic vision and decisions made • To bring the views of the community to the decision making process.
Membership	Chief Officers representative from each of the organisations (i.e. Chief Executives / Senior Managers)	Operational Managers representative from each of the organisations (i.e. Heads of Service / Operating Officers)	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)

Regularity of meetings	Monthly	Monthly	Six monthly
Chair	Leader of the district council (to bring democratic accountability)	Steve Winterson, Engagement Director, Lancashire Care Foundation Trust	To elect an independent Chair

1.3 Commitment of Partners

1.3.1 Partners will sign up their commitment deliver as part of the partnership by becoming full partners or opting to be affiliated partners, as outlined in the table below;

Full Partner Commitments;	Affiliated Partner Commitments;
<ol style="list-style-type: none"> 1. Commit to fundamentally changing the way they deliver services or operate their organisation to provide the best outcomes for residents of Chorley 2. To commit their organisation to deliver the work programme as agreed – through <ol style="list-style-type: none"> a. enabling autonomy of decision making to the designated chief officer representation at the Executive b. providing a lead officer for the Implementation Group who can be responsible for delivering the work programme on behalf of their organisation and escalate any issues or decisions as necessary within their organisation to ensure progress is made 3. Commit to providing an annual financial contribution (or in kind) of between £10k - £20k towards the programme office costs 4. In engaging in the partnership, they must demonstrate; <ol style="list-style-type: none"> a. Collective honesty up front about what is and isn't deliverable in partnership b. Openness and transparency about other changes to services or organisational changes that may impact upon public services as a whole c. Willingness to overcome barriers or challenges 5. Ensure that they will engage their wider workforce in changes to public services where necessary 	<ol style="list-style-type: none"> 1. Commit to giving due consideration to changing the way they deliver services or operate their organisation to provide the best outcomes for residents of Chorley 2. To commit their organisation to support the delivery of the work programme as agreed – through <ol style="list-style-type: none"> a. enabling autonomy of decision making to the designated chief officer representation at the Executive b. providing a lead officer for the Implementation Group who can be responsible for supporting the delivery of the work programme on behalf of their organisation and escalate any issues or decisions as necessary within their organisation to ensure progress is made 3. In engaging in the partnership, they must demonstrate; <ol style="list-style-type: none"> a. Collective honesty up front about what is and isn't deliverable in partnership b. Openness and transparency about other changes to services or organisational changes that may impact upon public services as a whole c. Willingness to overcome barriers or challenges 4. Ensure that they are able to engage their wider workforce in changes to public services where necessary

1.4 Membership of the Public Service Reform Partnership

1.4.1 The partners have committed to the partnership as follows;

Organisation	Partnership Status
Chorley Council	Full

Chorley and South Ribble Clinical Commissioning Group	Full
Lancashire Care Foundation Trust	Full
Lancashire Fire and Rescue Service	Full
Lancashire Teaching Hospitals Trust	Full
Chorley VCFS Network	Affiliated
DWP	Affiliated
Lancashire Constabulary	Affiliated
Lancashire County Council	Affiliated
Primary Care – Local Representative	Affiliated
Runshaw College	Affiliated
Business Advocate	Allan Jones
Community Advocate	Reverend Martin Cox
Third Sector Advocate	TBC

- 1.4.2** Partners will allocate representatives to the three levels of the structure – Board, Executive and Implementation Group. At each level, the following principles will apply to each representative though tailored to the role and remit of the group;
- 1.4.3 To take the lead on specific pieces of work on behalf of the partnership, ensuring the partnership delivers and to report success into their own organisation.
- 1.4.4 Ensuring two way communications/reporting arrangements between the partnership and their own organisation having regard to their own processes, annual plans and strategies.
- 1.4.5 Ensuring full buy in from their own organisation, underpinned by signed agreements, based on business cases and full cost benefit analysis where this is appropriate.
- 1.4.6 Identifying resources within their own organisations (including finance, policy and HR) to support the delivery of agreed partnership work programmes
- 1.4.7 To consider and suggest improvements to the operation of the partnership and its work programme and have ultimate responsibility for ensuring work-streams remain on course
- 1.4.8 Attending meetings in person, avoiding the use of deputies.
- 1.4.9 The partnership will also appoint to three advocate roles, the purpose of which 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”.
- 1.4.10 These roles will include; Business Advocate, Third Sector Advocate and Community Advocate. They will have a place on the Executive and 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

1.5 Governance and Accountability

- 1.5.1 This section outlines what arrangements will be in place to ensure that the partnership is held accountable for delivery. There are two main processes for this – the role of the Public Service Reform Board and the role of the Overview and Scrutiny Committee at Chorley Council.

- 1.5.2 The Public Service Reform Board will, as indicated in table 1, hold the Executive to account for implementing their strategy. It will include representatives from all full partner organisations with a mandate to hold their organisation to account. It will meet six monthly to access the progress and performance of the Executive with more frequent meetings called as required.
- 1.5.3 In addition, the Overview and Scrutiny Committee of Chorley Council has a lead role in reviewing policy and performance to ensure that the Council achieves its aims and key priorities, and a formal link will be made whereby performance reports will be provided to the Overview and Scrutiny Committee Performance Panel on a quarterly basis. Additional reports or attendance may then be requested.
- 1.5.4 Partners would also be expected to use their internal governance arrangements to check on progress of the partnership and their own delivery towards that progress.

1.6 Operating arrangements – Programme Office

- 1.6.1 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

1.7 Operating arrangements for meetings

- 1.7.1 Agenda Setting – Items for the agenda must be forwarded in advance of the meeting and the agenda and associated reports will be distributed electronically no less than five days before the meeting. Meetings will be based on a clear and prioritised agenda and be action orientated.
- 1.7.2 Appointment of Chair – The partnership groups will appoint Chairs as indicated.
- 1.7.3 Attendance - Should any member miss 2 consecutive meetings the partnership will consider whether that member should be asked for a written explanation. Unless there are exceptional reasons, missing 3 consecutive meetings will be considered as resignation from the partnership
- 1.7.4 New partners will be agreed through discussion with relevant groups and agreement with the appropriate Chair, and have an appropriate induction.
- 1.7.5 Decision making - The partnership will seek to make decisions by consensus whenever appropriate. In the event of any disagreement it will be for the Chair to seek to resolve any differences. If disagreement cannot be resolved then a vote can be taken.
- 1.7.6 Declaration of Interests - In the spirit of openness and transparency, any member having a personal interest within the meaning of the Code of Conduct as set out in the Local Government Act 2000 must disclose the fact at the meeting. Where that interest is also prejudicial and therefore may give others the perception that their view is affected by their personal situation, then the member concerned should leave the room and/or take no part in the discussions around the particular item
- 1.7.7 Meetings – The meetings will be held as indicated. Meetings of the partnership are not open to the public. Meetings will be supported and serviced by the Programme Office. A full record of those present at the meeting, of apologies of absence and non-attendance shall be recorded in the minutes

The partnership will review its performance and effectiveness annually.