

CHORLEY PUBLIC SERVICE REFORM EXECUTIVE

MOVING TOWARDS A PLACE-BASED SYSTEM OF PUBLIC SERVICES

BACKGROUND

1. The challenges facing public services are well-rehearsed. Changing and increasing demand for services, coupled with decreasing resources, mean that many public organisations face significant gaps in the budgets that will increase in the coming years.
2. At its last meeting, the Executive considered and approved a paper setting out proposals for the focus and work of the Chorley public service reform partnership, based around the aim of creating a 'perfect locality'. That will be achieved by delivering a series of pieces of work, including a testbed locality in Chorley East.
3. To achieve sustainable change, and the work programme that this Executive has agreed, it is important that the Executive are able to maintain a focus on the work needed so that they can provide clear and strong leadership to the Implementation Group and, more widely, to local public services in Chorley. It was therefore proposed in the report to the last meeting, that consideration should be given to how the Chorley partnership and its programme fit within the wider system of public services and reform.
4. This paper sets out proposals about how public service reform can be targeted at different spatial levels to achieve the maximum benefit.

LINKS TO OTHER PARTENRSHIPS

5. By its nature, the conclusions and recommendations made in this report need to link to other partnerships. A similar paper was presented to the central Lancashire Health and Wellbeing Partnership on 10 February. Gary Hall will give an update at the meeting about the outcome of the discussion at that meeting.

CHALLENGES FOR PUBLIC SERVICES

6. The report considered at the last meeting set out the key challenges for public services in Chorley. They included:
 - Demographic change - the population is increasing and ageing; Chorley also has pockets of significant deprivation
 - Budgetary pressures - reduced budgets across public services and increasing demand
 - Policy change and reform - resulting in changing structures and delivery models
7. In addition to these challenges, it should be recognised that there are additional issues that need to be tackled in delivering public service reform. They include:
 - adopting a consistent collective approach to change – avoiding multiple partnerships, strategies and approaches
 - building collective capacity to avoid a 'fortress mentality'
 - using the right spatial level for different levels of focus
 - making meaningful change in integrating service deliver in localities.



PURPOSE OF THIS PAPER

8. This paper aims to respond to the challenges set out above, and to set out proposals that aim to establish the Chorley Public Service Reform Partnership as a strong advocate and collective driver for change, that complements other reform work at other spatial levels. It will do this by:
- setting the focus and scope of the partnership, within the wider Lancashire context
 - reiterating an approach to developing collective capacity for transformation

DEFINING THE FOCUS AND SCOPE OF THE CHORLEY PUBLIC SERVICE REFORM PARTNERSHIP

9. The scope and remit of public services are huge. The partnership needs to recognise the other key partnerships and spatial levels it needs to support, shape and influence to provide the greatest benefit to the system of public services and in the ambition of the Chorley Public Service Reform Strategy.
10. An attempt to illustrate this is set out in the table at Appendix A, setting this partnership within the Lancashire context. It should be noted that the table will not include every partnership. It aims to act as a basis for discussions, and to only identify the key partnerships for public service reform.

Spatial level focus

11. As a partnership covering a single borough with a population of 111,000, the public service reform partnership should focus on those issues that are best suited to that spatial level. Very broadly, the focus of partnerships at the different spatial levels could be:
- **Pan Lancashire:** strategic direction of health economy and economic growth
 - **Networked boroughs:** health and social care integration and resilience
 - **Individual borough and localities:** prevention and early intervention and community resilience

Partnership focus

12. Using the spatial level focus, it is then possible to define the challenges that the Chorley public service reform partnership should focus on tackling. This would broadly be around creating a focus on prevention and early intervention, and developing community resilience. This would be shaped through the key themes identified at the January Executive meeting of:
- a. Building community capacity
 - b. Establishing a single front line
 - c. Enhanced multi-disciplinary approaches

RESOURCING THE PARTNERSHIP

13. Driving change and undertaking the work identified in this paper will need a significant amount of collective work. As well as collective leadership from senior managers through the Executive, there will also need to be capacity developed to support the work of the system and act on behalf of leaders implementing decisions.



14. This should be achieved through the Implementation Group, and so each partner individually and together collectively, will need to be active in ensuring that group has the mandate and capacity to implement the programme agreed by the Executive.
15. The partnership has access to funding secured through the Transformation Challenge Award that will be able to support and accelerate elements of the work programme, as set out in the paper agreed in January.

RECOMMENDATIONS

16. The Chorley Public Service Reform Partnership should be the key partnership working for the Chorley Borough as a strong advocate and collective driver for change,
17. The Executive should recognise the reform work being undertaken at other spatial levels (such as the Sustainability and Transformation Plan), and ensure that it advocates and support the work being undertaken, avoiding duplication; as well as shaping and influencing to support the priorities of the Chorley Public Service Reform Strategy.
18. The Executive should ask to receive regular updates from the central Lancashire Health and Wellbeing partnership, and the emerging Combined Authority (overseen by the Lancashire local authority Leaders' group) on progress made on their areas of focus.
19. The Chair of the Implementation Group should be asked to review the functioning of the group and report back to the Executive on any changes needed to ensure its effectiveness.

