

# CHORLEY PUBLIC SERVICE REFORM EXECUTIVE

## PROGRAMME UPDATE

### PURPOSE

The purpose of this paper is to advise how work will be delivered from the Integrated Locality proposal put forward to the Executive in January 2016. It will cover the framework of the plan, timing of delivery, including “quick win” projects, resources, and how this links to the Transformation Challenge Award (TCA) programme.

**Members of the Executive are asked to give approval to the plans put forward, commit to the resources required, including leads against relevant workstreams.**

### PROGRAMME PLAN

The proposals outlined at the last meeting focussed on three key themes; Building Community Capacity, Establishing the Single Frontline and Enhanced Multidisciplinary Working. Each theme incorporated a variety of activity which has now been collated into a single work programme in collaboration with the Implementation Group.

Work programme activity will be phased with the aim of quickly getting partners to work together in a different way by setting up appropriate structures and delivering ‘quick wins’, building up an evidence base to inform and shape delivery to ensure sustainable outcomes.

Outcomes are intended to be delivered on a short term and medium term basis, including some that will provide a platform for other elements to be developed. Where relevant we are looking to evaluate short term activity by August, and report to the Executive in September.

Appendix A provides an overview of the programme including key objectives, outputs and broad timescales with next steps outlined below.

### PHASE 1 ACTIVITY

Initial activity will focus on the following areas:

Theme	By August 2015:	Lead
Building Community Capacity	<ul style="list-style-type: none"><li>• Develop specification and procure external provider</li><li>• Hold a community conversation</li><li>• Complete community audit to understand needs, assets and potential</li><li>• Capacity building options</li><li>• Implement testbed initiatives</li></ul>	PMO
Establish the Consistent Frontline	<ul style="list-style-type: none"><li>• Establish locality partnership task group</li><li>• Identify joint campaigns/interventions</li><li>• Implement quick wins</li><li>• Undertake activity to embed Lancashire Wellbeing Service</li></ul>	To be confirmed  PMO
Enhanced multi-disciplinary	<ul style="list-style-type: none"><li>• Link Lancashire Wellbeing Service into Primary Care INT’s</li><li>• Create an extended MDT for moderate needs based on</li></ul>	Police/Primary Care



working	locality area <ul style="list-style-type: none"> <li>• Appoint and test multi-agency coordinator function</li> </ul>	
Communications and engagement	<ul style="list-style-type: none"> <li>• Develop framework</li> <li>• Sign off</li> <li>• Implementation</li> </ul>	To be confirmed with support of PMO

## PROGRAMME MANAGEMENT

A number of tools will be used to manage programme activity:

Tool	Scope	Lead
Detailed programme plan	12 month plan of all tasks, deliverables, dependencies, leads and timescales	Programme Office/Implementation Group
'Call to action plan'	1-3 month plan of key next steps and tasks to progress activity	Implementation Group
Detailed mandates	Detailed work stream plan with work required, outcomes and measures, timescales and dependencies	Implementation Group work stream leads
Communications and Engagement Plan	Stakeholder engagement activity and key messages to support delivery	To be confirmed
Risk Register	Register to identify and note mitigating actions. Risks will be managed by the Implementation Group and escalated to the Executive where appropriate.	Programme Office

## RESOURCES

To progress the activity required at pace will demand additional resource and commitment from the Implementation Group to take a lead on specific work streams, commit to attending meetings and undertaking work outside the group format. It is proposed that the Executive considers how this can be established, particularly from full members of the partnership (Chorley Council, LCFT, LFRS, LTHTR and CCG).

The PMO will support co-ordination of activity, and will continue to progress the supporting work, including Data and Intelligence and procurement of the provider to deliver the Building Community Capacity work stream.

## FUNDING - TRANSFORMATION CHALLENGE AWARD (TCA)

Funding from the DCLG TCA has been secured to support a programme of work, in partnership with Lancashire County Council, Chorley Borough Council, and Rossendale Borough Council. The key aim of the programme is to improve health outcomes of residents, and admissions avoidance to hospital/residential care, and reduce levels of care package costs. The cohort is mainly frail elderly, but will involve additional key cohorts in systems where there are high levels of need.

A proposal for £245,000 was submitted to the TCA Programme Board in December, specifically for Chorley, which included activity that fits with the wider Public Service Reform Programme. This funding will enable work to begin quickly to deliver outcomes which positively target high levels of need, develop community capacity and support future sustainability and relates to the following specific elements of the work programme:



- Building Community Capacity – Community engagement; community mobilisation; community befriending and community coproduction
- Establishing the consistent frontline - Standard referrals testbed
- Enhanced multi-disciplinary working - Strengthening primary care Integrated Neighbourhood Teams
- Enhanced multi-disciplinary working - Co-ordinator support to multi-agency groups
- Data and Intelligence - Development of community risk profile
- Data and Intelligence - Development of primary care risk profile

The programme started in September 2015, and is likely to be completed by March 2016, so any funding allocated must be spent during this period.

#### **RECOMMENDATION**

- **Members of the Executive are asked to give approval to the plans put forward**
- **Commit to the resources required and consider how this can be established**



Theme and work streams	Objectives	Deliverables	Phase 1 Mar-May	Phase 2 June-Aug	Phase 3 Sept - Nov
<b>Building Community Capacity</b> - Community Engagement* - Community Capacity* - Community Befriending* - Community Coproduction*	<ol style="list-style-type: none"> <li>To understand community assets and potential</li> <li>To develop and test ways of changing community behaviour to 'help themselves'</li> <li>To identify a model for increasing community capacity and resilience</li> <li>To assess current befriending provision, develop recommendations and action plan</li> <li>To identify a model for community coproduction</li> </ol>	<ul style="list-style-type: none"> <li>Specification to appoint external provider to deliver work stream activity</li> <li>Report to outline findings of community engagement (provider)</li> <li>Options for innovative community development approaches/initiatives (provider)</li> <li>Model options for community capacity and resilience (provider)</li> <li>Report on audit of current befriending provision, conclusions, recommendations and action plan (provider)</li> <li>Report and model options for co-production to support service planning and design (provider)</li> </ul>	<ul style="list-style-type: none"> <li>Specification developed and contract awarded</li> <li>Commence delivery with small community conversation</li> <li>Options for community development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of community development initiatives, monitoring and evaluation</li> <li>Model options for community capacity and resilience</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations on delivery of community befriending service</li> <li>Report on co-production</li> </ul>
<b>Establish the Consistent Frontline</b> - Embed the Lancashire Wellbeing Service - Partnership Connectivity Testbed - Standard Referrals Testbed*	<ol style="list-style-type: none"> <li>To embed the Lancashire Wellbeing Service</li> <li>To join up partnership activity to address priority issues in the locality area</li> <li>To understand key points of contact and opportunities for early intervention</li> <li>To identify and test joint partnership interventions</li> <li>To implement a standardised approach to frontline delivery and referral processes</li> </ol>	<ul style="list-style-type: none"> <li>Evaluation of Lancashire Wellbeing Service</li> <li>Locality task group proposals on 'quick win' opportunities</li> <li>Map of key points of contact and options for joint interventions</li> <li>Partnership connectivity test bed - evaluation of test bed joint interventions and recommendations</li> <li>Standard referrals test bed - review of processes and set of standardised questions</li> <li>Standard referrals test bed – evaluation and recommendations including workforce training and development</li> </ul>	<ul style="list-style-type: none"> <li>Set up partnership locality task group</li> <li>Task group to map out activity and develop proposals</li> <li>Implement quick win activity e.g. days of action, joint campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Review quick win activity</li> <li>Identify joint interventions</li> <li>Task group to progress standard referrals test bed</li> <li>Initial test of standardised referrals</li> </ul>	<b>First phase evaluation</b> <ul style="list-style-type: none"> <li>Evaluation of standard referrals test bed</li> <li>Work force training</li> <li>Evaluation of Lancashire Wellbeing Service</li> </ul>
<b>Enhanced Multi-disciplinary approaches</b> - Strengthen Primary Care Integrated Neighbourhood Teams* - Extended MDT	<ol style="list-style-type: none"> <li>To support existing Primary Care MDT process with support from early intervention areas/community support</li> <li>To establish a new locality group with a focus of primary care, to positively target and support residents of moderate risk</li> </ol>	<ul style="list-style-type: none"> <li>Agreement of wider support in existing MDT</li> <li>Agreement of process to involve wider groups</li> <li>Understanding of wider activity testing MDT process and pick up lessons learned</li> <li>Test extended format of meeting in managing cases</li> <li>Agreement of partners involved in locality meeting</li> <li>Identify target cohort in locality area</li> <li>Data Sharing process to support activity</li> <li>Evaluation of multi agency working in Primary Care and Locality, and how this fits with wider groups</li> </ul>	<ul style="list-style-type: none"> <li>Agree membership and meeting dates for both groups</li> <li>Test revised MDT approach</li> <li>Consideration of Data Sharing process</li> <li>Record outcomes of discussions</li> </ul>	<ul style="list-style-type: none"> <li>Review outcomes to date and if wider support needed</li> <li>Review wider activity e.g. Transforming Lives/Ribbleton</li> <li>Trial re-format of MDT</li> <li>Review Data Sharing process</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of additional support and new format of existing MDT</li> <li>Evaluation of locality group, outcomes, members and if sustainable</li> </ul>

Supporting activity					
<b>Data and intelligence</b> - Locality profile - Multi-agency co-ordinator support* - Risk profiling*	<ol style="list-style-type: none"> <li>To complete data collection on locality to establish profile supporting programme activity</li> <li>To understand barriers to data sharing</li> <li>Co-ordinator in place to assess work</li> <li>To develop risk profiling to positively target residents in need</li> </ol>	<ul style="list-style-type: none"> <li>Locality profile model</li> <li>Data Sharing Protocol in place</li> <li>Evaluation of multi agency working, understanding cohort, interventions, and benefits of groups established</li> <li>Risk Profiling model in place supporting community and primary care to be sustainable in managing needs</li> </ul>	<ul style="list-style-type: none"> <li>Baseline of locality data</li> <li>Establish control area</li> <li>Recruit co-ordinator</li> <li>Review risk stratification with LFRS/Primary Care</li> </ul>	<ul style="list-style-type: none"> <li>Information Governance Workshop</li> <li>Review wider activity e.g. Transforming Lives/Ribbleton</li> <li>Co-ordinator to support groups</li> </ul>	<ul style="list-style-type: none"> <li>Locality profile assessment</li> <li>Data Sharing Protocol</li> <li>Evaluation from Co-ordinator</li> <li>Risk profiling model in place</li> </ul>
<b>Workforce development</b>	<ol style="list-style-type: none"> <li>To establish support required for workforce to deliver changes proposed</li> </ol>	<ul style="list-style-type: none"> <li>Support in place for relevant workers taking changes forward</li> </ul>	<ul style="list-style-type: none"> <li>Support Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Support Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Support Ongoing</li> </ul>
<b>Communications and engagement</b>	<ol style="list-style-type: none"> <li>To ensure Communications and Engagement is established across the programme</li> </ol>	<ul style="list-style-type: none"> <li>Communications and Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Development, sign off and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Support Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Support Ongoing</li> </ul>
<b>Digital connectivity</b>	<ol style="list-style-type: none"> <li>To ensure that Chorley Public Service Reform Partnership is involved in wider programme activity e.g Digital Health Programme</li> <li>To maximise digital tools and approaches in locality working</li> </ol>	<ul style="list-style-type: none"> <li>Activity delivered as part of LCC testbeds (TCA)</li> <li>Activity delivered as part of Digital Health Programme</li> <li>Digital platforms to support locality working</li> </ul>	<ul style="list-style-type: none"> <li>Review position of programme</li> </ul>	<ul style="list-style-type: none"> <li>Identification of Testbeds e.g. Autonomy system</li> </ul>	<ul style="list-style-type: none"> <li>Delivery and Evaluation of relevant testbeds</li> </ul>