

# CHORLEY PUBLIC SERVICE REFORM PARTNERSHIP EXECUTIVE

## SYSTEM LEADERSHIP – SELF ASSESSMENT

### BACKGROUND

Following the recommendation of the Executive at the meeting in February, all members of both the Executive and Implementation Group were asked to complete a simple leadership assessment questionnaire based on a framework developed by AQuA to establish a benchmark position.

### UPDATE

Since the last meeting, 10 completed responses have been received representing the majority of partner organisations, although not consistently across both groups (4 responses from the Executive and 6 from the Implementation Group).

Responses from Lancashire Teaching Hospitals, Lancashire Care Foundation Trust, Lancashire Fire and Rescue, Lancashire Constabulary, Chorley and South Ribble Clinical Commissioning Group, DWP and Chorley Council have been considered to inform an initial summary.

### RESULTS

- The average score across all domains for both groups was level 2 which considers the current position to be 'Enabling' having achieved level 1 'Commitment' - although in some cases reaching level 3, 'Implementation'.
- Generally the Implementation Group has scored more highly than the Executive with the Executive scoring mainly 1's and 2's but the Implementation Group scoring some 3's and 4's.
- Scores are highest in relation to Culture and Service Design Model
- Lowest scores are given for Financial and Contractual Mechanisms, Information and ICT and Workforce

### SUMMARY

The responses received to date suggest a fairly consistent interpretation of the current situation across all organisations, based on 6 months of operating under the current partnership structure. Higher scores from individual organisations and from members of the Implementation Group are likely to reflect different perspectives and roles within the wider system.

The scoring suggests a good understanding of common goals and strategy (Culture/Service Design Model) but highlights that resources and systems are yet to be aligned with strategic intent (Financial and Contractual Mechanisms/ Information and ICT/Workforce). The public service reform programme will start to progress activity in some of the weaker domains, for example around Information and ICT through work to develop community and primary risk profiling and the roll out of LPRES as part of the Healthier Lancashire digital work stream. However, it may be appropriate to undertake more focussed development across other areas such as Leadership and Workforce to ensure progression in these areas.

The table below shows the average score awarded by the Executive and Implementation Group for each domain. It also provides a summary description of the current position and next level of achievement to indicate opportunities for development:



Domain	Average Score		Current level	Progression
	Exec	IG		
Leadership	2	2	There is consensus amongst senior leaders about the scale and scope of system integration with shared objectives and commitment to use resources differently to improve population level outcomes.	Senior leaders are highly visible and act as positive role models, meeting service users, carers and front line staff and giving a single consistent message about the purpose and aims of integration in order to win hearts and minds.
Governance	1.5	2	All partners have agreed about how to establish an infrastructure to integrate teams, structures and processes to achieve a shared purpose.	All partners are clear about, and committed to, what they will jointly achieve through integration, programme governance has been agreed. System governance structures are still embryonic.
Culture	2	2.5	All organisations are starting to describe common goals and see the need to work together and support cultural change through organisational development.	All partners are clear about, and committed to, what they will jointly achieve through integration and joint communications.
Resident engagement	2	2	Residents needs and values have been sought and built into integration plans.	Residents are partners in redesign and central to redesign.
Financial and contractual mechanisms	1.5	1.5	There is agreement to develop joint financial and contractual mechanisms to support the delivery of integrated services.	Integration partners agree the set-up investment costs, including dedicated programme management
Information and ICT	1	2	All partners agree to share information to support integrated services, planning, delivery and evaluation.	Risk stratified has been undertaken and information about who would most benefit from service co-ordination is shared and acted upon. Analysis has taken a population focus to enable a 100% population focus
Workforce	1	2	All partners agree to develop their workforce to support new models of integrated services.	Workforce planning is developed to support new models of service provision. Education and training is planned to develop a workforce with the skills and values to deliver integrated services, organised around the needs of residents.
Service model design	2	2.5	There is agreement about the scale, scope and pace of the integration work, including mapping all community assets, including the estate. The target service user population is clearly identified and risk stratified, and integrated service specifications state the aims and outcomes of service redesign of each strategy	New service models are being designed and tested which make the best use of all available resources and community assets to deliver improved quality and costs. The consequence of integration on other parts of the system has been assessed and a contingency plan developed to avoid unintended consequences

#### NEXT STEPS AND RECOMMENDATIONS:

1. All members of the Executive to complete the assessment to ensure a consistent understanding and then a final summary report completed
2. Areas for development to be identified by the Executive along with any further action for the programme office to consider
3. The assessment to be undertaken again in 6 months time with the aim of achieving improvement in the current scoring.

