

# HEREFORDSHIRE PUBLIC SERVICE TRUST

## FRAMEWORK FOR GOVERNANCE

### SUPPLEMENTARY REPORT FROM THE PST STEERING GROUP

#### Purpose

This supplementary report has been prepared at the request of the Steering Group to provide further detail in relation to the governance framework which is to be prepared to cover the period through to the completion of the Partnership Agreement. This paper will support the timetable for Interim Governance from January 2008 to the completion of the Partnership Agreement in September 2008. It is the Partnership Agreement that will set out the arrangements for governance for the longer term. It is important to emphasise that governance arrangements will need to continue to develop throughout the interim period but even beyond the Partnership Agreement there will be revisions from time to time as with any effective Constitution for Governance.

#### Main Principles

In the continuing development stage, the Steering Group recognised the need for the governance arrangements to make provision for two basic areas of activity. These are:

- (i) the responsibility for the continued development of the proposal through to the completion of the Partnership Agreement; and
- (ii) to provide initial, appropriate governance arrangements for operational matters.

(i) **The responsibility for the continued development of the proposal through to the completion of the Partnership Agreement**

The PST Steering Group recognised that this is an essential part of continuing the development of the PST arrangement. The existing Steering Group arrangement would provide an effective model for this element of work. Consideration would need to be given to the benefits and disbenefits of expanding the membership of the PST Steering Group. Consideration also needs to be given to the best method of engaging stakeholders in the work and deliberations of the Steering Group. The need for such a review is recognised in the main papers.

(ii) **To provide initial, appropriate governance arrangements for operational matters**

It is clear that in legal terms, the ultimate responsibility for operational matters will continue to lie with the Primary Care Trust and Council as appropriate. Section 75 arrangements provide a model however for the joint delivery of agreed elements of operational work on behalf of the parties. The responsibilities of the PCT and the Council are therefore discharged through those Section 75 arrangements.

That does not, however, obviate the need for operational governance. The Steering Group examined the model through which that operational governance could be achieved solely in respect of joint commissioning but felt that even if that became a workable model in the longer term, it would prove inadequate for the period through

to the completion of the Partnership Agreement. It was felt that the bulk of the initial activity would centre on the following four areas.

- (a) Services to Children
- (b) Services to Adults
- (c) Public Health
- (d) Shared Corporate Support Services

It was agreed that a model be developed which secured appropriate arrangements for each of those operational areas. It was felt that the Shadow Children's Trust arrangements would adequately deal with the Services to Children. Similar arrangements needed to be developed in relation to Adults, Public Health and Shared and Corporate Support Services. It was essential that both non-Executive Directors and Cabinet Members were able to effectively participate in those arrangements, as had been the case in the development of the Children's Trust arrangement model.

It was agreed that this further paper be used to illustrate the commitment of the PST Steering Group to the development of that framework for governance.