

Herefordshire Public Service Trust

Project Steering Group

Public Service Trust Arrangements Roadmap for Development

Introduction

1. This paper has been prepared as an appendix to the main report to the Council's Cabinet and Primary Care Trust Board on 20th September 2007. It follows consideration and approval by the PST Project Steering Group on 14th September and is designed to facilitate consideration of the way forward. It should be read in conjunction with the project plan/timetable at Appendix vi.

2. The roadmap pays due regard to the constructive feedback that was been received from delegates at the Governance Workshop 19th July, Finance Workshop 20th July, the public consultation, the recommendations of the Health Scrutiny meeting on 14th August and discussion at the Steering Group on 20th August and 14th September.

3. This should be viewed as a working document that provides a summary of the key milestones to be achieved if the project is to proceed in accordance with the more detailed project plan.

4. The first part of the paper summarises the key milestones.

5. The second part of the paper provides a more detailed overview.

- The exploratory stage (a historic overview).
- Phase one the successful achievement of the priorities that were set in January 2007 to establish the project structure, conduct the work necessary to enable the public consultation and facilitate a proposal regarding the way forward;
- Phases three and four the key milestones that provide essential elements to taking the project forward in accordance with the Steering Group's recommendation.

6. As part of this process for agreeing the roadmap and project plan/timetable the Steering Group was invited to ensure that the roadmap and the project plan/timetable:

- Captured the priorities previously discussed.
- Identified the essential elements.
- Established a sequence of events that is appropriate.
- Set out the key milestones.
- Included the key elements for success.

7. Steering Group envisages the project plan will evolve as more detailed operational plans are developed and agreed. This will be done in the context of the overall timetable following discussion with Working Groups and stakeholders subject to the outcome of the Council's Cabinet and the Primary Care Trust Board meetings.

8. The roadmap and project plan/timetable will provide the performance management framework for the PST project.

Summary Key Milestones

9. Looking forward the key milestones can be summarised as follows:

10. **Phase 1 – September 2007.**

- The Council's Cabinet and the Primary Care Trust Board agrees the preferred option and approves the project plan/timetable and roadmap – 20th September 2007.

11. **Phase 2 – October 2007 to August 2008.**

- A single Chief Executive is appointed September / October – 2007.
- Single senior management appointments are made where appropriate - October 2007 – August 2008.
- Interim Governance arrangements established – January 2008.
- A PST Interim Board (Strategic) is established – January 2008.

- A PST executive / officer group (Operational) is established – January 2008.
- A Health & Well-being Partnership is established – January 2008.
- Children's Trust arrangements are established – April 2008.
- A Partnership Agreement signed – August 2008.

12. **Phase 3 - September 2008 to March 2009.**

- Initial PST arrangements are established.
- Shared governance arrangements established to reflect the above – September 2008.

13. **Phase 4 – April 2009.**

- PST arrangements will be subject to historical review – April 2009.

14. **Phase 5 – 2011 Onwards.**

- To consider options to further develop the model either with or without amending statutory legislation in 2011.

The Way Forward

15. Whilst the above summary sets out the key milestones a more detailed overview is provided below.

16. Summary of Exploratory Stage - February to December 2006.

- The Council and the Primary Care Trust (PCT) considered the options for Herefordshire with regard to the proposed reconfiguration of Primary Care Trusts.
- The Council's Cabinet and the Primary Care Trust Board endorsed the proposals for a Public Service Trust (PST) in Herefordshire as a basis for further discussion.
- A Steering Group was formed to develop detailed proposals for further consideration.

- The Council, the Primary Care Trust and the Health Scrutiny Committee responded to the public consultation on reconfiguration by proposing that a PCT be retained for Herefordshire on the basis of support for an independent Herefordshire and the benefits to be gained from co-terminosity; on the understanding that they would work together to achieve a more integrated approach to public services in the county.
- The Government announced that there would continue to be a separate Primary Care Trust for Herefordshire recognising that the proposal to establish a Public Service Trust could be beneficial.
- All party group leaders' support was given to the concept.

- The Strategic Health Authority (SHA) supported the concept and proposal to take the project forward.
- The Council and Primary Care Trust commissioned an independent consultant to take the proposal forward and to produce a scoping report.
- A detailed Scoping Report was published and considered by the Council's Cabinet and Primary Care Trust Board.
- The Council's Cabinet and The Primary Care Trust Board endorsed the recommendations of the Scoping Report as the basis for continuing work.

17. Summary of Phase 1 - January 2007 to September 2007.

- The Public Service Trust project structure was established to build on the work of the scoping exercise and to develop the detailed work needed to facilitate a public consultation and to support the Council's Cabinet and Primary Care Trust Boards decision making process i.e. to enable a decision "in principle" regarding the next steps.
- A Project Initiation Document was agreed.
- The project structure was established.
- A single definition of Commissioning was agreed.
- A communication and consultation strategy was agreed.
- A public consultation process and document was agreed with key stakeholders.
- All party group leaders' support was reaffirmed prior to commencing the public consultation.
- A Public Consultation was undertaken.
- The Health Overview and Scrutiny Committee considered the proposal and public consultation process.
- The Audit Commission was commissioned to review the process.
- The Steering Group considered the outcome of the consultation and options for the way forward.

- The Council and Primary Care Trust Board are to consider the outcome of the public consultation, recommendation of the Steering Group and agree the way forward including the roadmap and timetable.

18. Phase 2 - October 2007 to August 2008.

- A single Chief Executive will be appointed.
- A joint Director of Public Health will be appointed.
- A joint Director of Commissioning will be appointed.
- Other single senior management appointments will be made where appropriate.
- A single code of conduct for staff and PST organisational values will be agreed.
- Interim accommodation will be identified and secured for the CEO and senior team.

- A PST Interim Board will be established.
- A readiness for change audit will be conducted and action plan flowing this developed and implemented.
- The Communication strategy will be reviewed and updated.
- A single communications and PR service will be established.
- The corporate identity for the Public Service Trust development will be agreed.
- A workshop for Councillors and Non-Executive Directors will take place.
- The project structure will be reviewed to ensure that it is fit for purpose.
- The project structure and processes will reviewed to engage other key stakeholders in an effective and meaningful way e.g. The Herefordshire Partnership, Third (Voluntary) Sector, Local Medical Committee, Hereford Hospitals NHS Trust, Education and Head Teachers.
- The existing arrangements will be supplemented by a separate work stream that will develop the Shared Services review and by enhanced arrangements to support the formulation and agreement of the governance framework.
- A review of shared services incorporating Hereford Hospitals Trust will be conducted, options produced and next steps agreed.
- A review of existing Section 75 arrangements will be undertaken, any recommendations arising from this considered and implemented.
- The Audit Commission will provide its report and recommendations on the review of the process.
- Existing Council and Primary Care Trust plans and strategies will be rationalised.
- An information sharing agreement will be agreed and implemented.
- An integrated compliments a complaints process will be agreed and single team for handling them established.
- An integrated risk management process will be agreed and established.
- A joint commissioning unit will be established.
- The interim governance arrangements will be defined and agreed with all key stakeholders.
- Interim governance arrangements will be implemented.
- Full governance arrangements will be defined and agreed with all key stakeholders.
- A Financial Resource Management Strategy will be agreed and published.
- A Benefits Realisation paper will be agreed, externally audited and published.
- A Performance Management Framework will be developed, agreed and implemented.
- A Corporate Strategy (Strategic Plan) will be developed and agreed.

- An Annual Operating (Business) Plan will be developed and agreed in accordance with the Corporate Strategy.
- Children's Trust arrangements will be established.
- A Partnership Agreement will be signed.
- The Council and Primary Care Trust Board will receive a further report from the Steering Group based on progress and achievement against the detailed project plan.

19. **Phase 3 - September 2008 to March 2009.**

- Public Service Trust arrangements would be developed on the basis of the satisfactory achievement of the key objectives defined within the detailed project plan.
- The full governance arrangements will be implemented.
- The PST Board would be established within the framework established by the full governance arrangements.
- The Council and Primary Care Trust Board would receive a further report from the Shadow Board based on progress and achievement against the detailed project plan.

20. **Phase 4 - April 2009 to May 2011.**

- A detailed review of the PST arrangements will be undertaken.

Conclusion

21. The paper seeks the Council's Cabinet and the Primary Care Trust Board endorsement through the main report to proceed in accordance with the roadmap and project plan/timetable.