

HEREFORDSHIRE PUBLIC SERVICE TRUST PROJECT

DECISION MAKING TOOLS

TEN KEY QUESTIONS – GOVERNANCE ARRANGEMENTS

Working Document

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Introduction

Good corporate governance will ensure the delivery of high quality, cost effective services, which embrace public trust and satisfaction with public bodies.

Good practice includes the following:

- A shared understanding of the roles, responsibilities and accountabilities of each partner.
- A shared ownership of the vision and strategy.
- Reliable financial data, with clear responsibilities for determining the financial liabilities of each partner.
- Reliable performance management arrangements between individual organisations and the partnership.
- More structural and comprehensive reporting on performance and finance.
- Improved risk management process.
- Robust systems and processes which produce timely and appropriate information for decision makers.
- Evidence of the value for money of the partnership arrangement.
- An agreed exit strategy in the event of breakdown.

The elected members of the Herefordshire Council have a unique role in carrying out responsibilities for the overall balance of governance in the county of Herefordshire and being directly accountable to its citizens. As such their support to the Public Service Trust process is crucial to achieving success. There is also a key role for the Overview and Scrutiny Committee.

For the Public Service Trust, Herefordshire Council and Herefordshire PCT to be effective and agree local priorities that improves local services, all parties need to be clear what is expected of them and deliver relevant actions. Strong positive leadership from the local authority is crucial, clarity of role and effective leadership alone will not ensure clear and transparent lines of accountability. Clear accountability requires:

- Mutual understanding and acceptable ways of working
- Internal performance management to check progress
- External scrutiny

Key Questions which need to be addressed as part of the overall governance arrangements are as follows:

<p>1) Rationale for the Trust</p>	<p>Lead Responsibility: All Working Groups. Aim: to reinforce and build on the work carried out to date.</p>
<p>- Why should the Trust exist?</p>	
<p>- What are its agreed aims?</p>	
<p>- How will they be published?</p>	
<p>- Is there a better way of serving the public?</p>	
<p>- How ambitious should the integration be?</p>	
<p>2) Added value from the Trust</p>	<p>Lead Responsibility: All Working Groups. Aim: to reinforce and build on the work carried out to date</p>
<p>- How will the Trust add value?</p>	
<p>- How will it demonstrate added value to the public?</p>	
<p>- How will it know whether funds are being well spent?</p>	
<p>- How will the public know that trust funds are being well spent?</p>	
<p>- How will the success criteria be developed so that improvements in outcomes and value for money can be measured?</p>	
<p>3) Governance arrangements</p>	<p>Lead Responsibility: Integrated Governance Group, with support from all Working Groups.</p>
<p>- Who should be members of the Public Service Trust Board?* (* Steering Group)</p>	
<p>- How will they be accountable to their respective sponsoring organisations?</p>	
<p>- How do the Trust’s corporate governance arrangements link to those of individual partners?</p>	
<p>- How will decisions be made?</p>	
<p>- How will decisions be recorded?</p>	
<p>- Who makes sure they are acted on?</p>	

- Who scrutinises the decision?	
- To who are they reported?	

4) Planning and Performance Management	Lead Responsibility: <i>Planning, Commissioning and Performance Management Group, with support from all Working Groups.</i>
<ul style="list-style-type: none"> - How will we know which Trust targets it is meeting and which it is failing to meet? - Who manages and reports progress? - How will objectives and KPIs be established, measured, monitored and managed? 	

5) Financial Management <ul style="list-style-type: none"> - Who provides the money and from which pot? - Who decides how to spend it? - What happens if one partner is overspending? - How will under spend or overspend be dealt with? - Can the money be reallocated? - What are the financial reporting arrangements? - What arrangements need to be put in place to ensure managers are accountable for managing within budget? - How can financial systems be streamlined and integrated into planning and performance management systems to save duplication of effort? - How will a joint accommodation strategy be developed? - How will a joint ICT strategy be developed? 	Lead Responsibility: <i>Corporate Resources, Finance and ICT Group, with support from the Planning, Commissioning and Performance Management Group.</i>
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6) Risk Management	Lead Responsibility: <i>Integrated Governance Group, with support from all Working Groups.</i>
- How will it know when things are going wrong?	
- Who can take action when things are going wrong?	
- How will it resolve conflicts of interest?	
- Are there clear protocols for managing conflict?	
- How is risk register determined and updated?	
- How will risk management be integrated into planning and performance management systems?	
7) Termination Arrangements	Lead Responsibility: <i>Corporate Resources, Finance and ICT Group with support from Integrated Governance Group.</i>
- What are the arrangements for agreeing to bring the Trust comes to an end?	
- What would the procedures for winding down the Trust be?	
- How would resources be allocated back to partners?	
8) Serving the Public	Lead Responsibility: <i>Service Users Group, with support from the Communication, Consultation, Involvement & Clinical Engagement Group.</i>
- How will the Trust communicate effectively with the public?	
- How can the public ask service users to obtain redress when things go wrong?	
- Can there be a centralised complaints and suggestions process? If so, how will it be established?	

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<p>9) Accountability</p>	<p>Lead Responsibility: <i>Integrated Governance Group, with support from the Corporate Resources, Finance and ICT Group.</i></p>
<p>- What are the arrangements for annual reports and public meetings?</p>	
<p>- How will decisions be scrutinised?</p>	
<p>- What is the role of audit and inspection?</p>	
<p>- How will research and consultation be agreed and implemented?</p>	
<p>- What is the role of elected council members, cabinet, and board directors in scrutinising the partnership?</p>	
<p>- How will decision making link back to the Herefordshire Partnership?</p>	
<p>- What will be the links with Strategic Health Authority and Government Office?</p>	
<p>- How will complaints and challenges from the Ombudsman be dealt with?</p>	
<p>- How can the general public be engaged in the process?</p>	
<p>10) Joint Agreements</p> <p>-</p>	<p>Lead Responsibility: <i>Corporate Resources, Finance and ICT Group, with support from the Planning, Commissioning and Performance Management Group.</i></p>
<p>- How much will each partner contribute?</p> <p>- How will they deal with unanticipated demands during the year?</p> <p>- How will under spends/overspends be dealt with at the end?</p> <p>- How will the funding and the targets be monitored and reported?</p> <p>- What are the service and staff management arrangements?</p> <p>- What are the insurance arrangements?</p> <p>- is there a dispute resolution in place?</p>	

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<ul style="list-style-type: none">- What are the termination arrangements?- have all sections of the section 31 agreement been addressed and jointly agreed?	
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- SG - Steering Group
- CMHR - Change Management & Human Resources
- IG - Integrated Governance
- CCICE - Communication, Consultation, Involvement and Clinical Engagement
- SU - Services Users
- CRFI - Corporate Resources, Finance and ICT
- PCPM - Planning, Commissioning and Performance Management
- PHHI - Public Health and Health Improvement
- ES - Environment Services

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