



HEREFORDSHIRE PUBLIC SERVICES

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY & FINANCE

CABINET

2 OCTOBER 2008

Wards Affected

County-wide

Purpose

To note progress made regarding the development of public services in Herefordshire; and to approve the revised Terms of Reference for the Herefordshire Public Services (HPS) Steering Group.

Key Decision

This is not a Key Decision.

Recommendations

THAT:

- (a) progress made against the agreed development plan be noted;
- (b) the revised Terms of Reference for the Herefordshire Public Services Steering Group be approved; and
- (c) further progress be reported to Cabinet bi-monthly.

Reasons

To provide Cabinet with assurance that the agreed development plan has been progressed and to ensure clarity of governance arrangements within the developing partnership.

Considerations

1. Since the approval of the development plan by Cabinet and the PCT Board in September 2007, the Steering Group has met regularly to review progress. The Development Plan identified a number of actions to be progressed between October 2007 and August 2008. These are summarised below together with an outline of progress to date.

Proposed Activity: Oct 07 to Aug 08	Progress to Date
A single Chief Executive will be appointed.	Achieved. Took up post on 10 December 2007

A joint Director of Public Health will be appointed.	Achieved. Took up post on 1 May 2008
A joint Director of Commissioning will be appointed.	Achieved. Took up post on 4 August 2008.
Other single senior management appointments will be made where appropriate.	Achieved. A single senior management structure has been announced and is in the process of being implemented.
A single code of conduct for staff and HPS organisational values will be agreed.	Underway. A revised council employee code of conduct has been agreed, taking account of the Crookall Review recommendations and existing policies. Both Council and PCT have agreed mirror procedures for the development and approval of policies which require consideration to be given to the alignment of the two organisation's policies where possible and appropriate to do so. Work on the values is being taken forward both within the context of the organisational development programme, and in the articulation of the public services vision.
Interim accommodation will be identified and secured for the CEO and senior team.	Achieved. Interim joint HQ accommodation has been established at Brockington for the Chief Executive, senior management team, elected council members and PCT Non Executive Directors.
A PST Interim Board will be established.	Transitional Terms of Reference for the Herefordshire Public Services Steering Group were agreed in January 08. The Steering Group recommend that an Interim Board is not a necessary vehicle within the context of existing governance arrangements. Revised Terms of Reference for the Steering Group have been developed to better reflect its reporting relationships, extend membership and clarify responsibilities as a working group of both the PCT Board and Cabinet and are attached to this report for approval.
A readiness for change audit will be conducted and action plan flowing this developed and implemented.	Achieved. A readiness for change audit was conducted and was used to inform a review of the communication strategy.
The Communication strategy will be reviewed and updated.	Achieved. Updated action plan circulated April 08.
A single communications and PR service	Achieved.

will be established.	
The corporate identity for the Public Service Trust development will be agreed.	Underway. A transitional identity 'Herefordshire Public Services' has been agreed and is in use. A new brand structure for use by the Council and PCT has been agreed which uses the logo identities of both organisations for Herefordshire Public Services communications supporting the message that the Council and PCT are working in partnership for the people of Herefordshire.
A workshop for Councillors and Non-Executive Directors will take place.	An initial briefing seminar for councillors was held on 28 March. Further health-focussed seminars have been scheduled quarterly. Bi-monthly joint Cabinet Member and Non Executive Director sessions are also taking place.
The project structure will be reviewed to ensure that it is fit for purpose.	The further development of closer partnership working where there are benefits in doing so has deliberately been moved away from a 'project' structure to ensure that it is seen as part of core activity. Joint Management Team, supported by the Office of Public Management (OPM), are leading an organisational development programme that will facilitate continual improvement and change at a greater pace than has previously been the norm.
The project structure and processes will be 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.	As above.
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.	In early June 2008, the Chief Executive initiated a Shared Services Strategic Review. Integrated Shared Support Services is confirmed as one of the key strategic service improvement programmes.
A review of shared services incorporating Hereford Hospitals Trust will be	As above.

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 5 existing agreements have been reviewed. A single overarching agreement is being considered, to be underpinned by individual schedules. Adoption of the draft will be subject to agreement of key principles outcomes in relation to jointly commissioned services.
The Audit Commission will provide its report and recommendations on the review of the process.	Achieved.
Existing Council and Primary Care Trust plans and strategies will be rationalised.	Ongoing – will be taken forward as opportunities for rationalisation/alignment arise.
An information sharing agreement will be agreed and implemented.	Achieved. Agreement in place and being implemented.
An integrated compliments and complaints process will be agreed and single team for handling them established.	Existing processes in both organisations have been mapped. Exploration of the use of the council's CRM system to manage the process has begun. Still need to progress principles for establishment of a single team.
An integrated risk management process will be agreed and established.	Achieved. Implementation training programme being delivered.
A joint commissioning unit will be established.	The Director of Integrated Commissioning took up post at the beginning of August 2008 and is developing proposals to progress this action.
The interim governance arrangements will be defined and agreed with all key stakeholders.	The Steering Group has agreed that the council and PCT pursue deeper partnership working arrangements whilst retaining their existing respective governance arrangements; the proposed Steering Group Terms of Reference reflect this.
Interim governance arrangements will be implemented.	See above
Full governance arrangements will be defined and agreed with all key stakeholders.	See above
A Financial Resource Management Strategy will be agreed and published.	Given the requirement to retain distinct financial arrangements, a single resource management strategy has not been progressed. However, a greater shared understanding has been reached of the requirements and

	processes to be followed by the two organisations.
A Benefits Realisation paper will be agreed, externally audited and published.	A draft benefits realisation framework has been developed, based on the Council's existing process. This is being piloted before final agreement is sought.
A Performance Management Framework will be developed, agreed and implemented.	A review of existing performance management arrangements has begun led by the Interim Deputy Chief Executive
A Corporate Strategy (Strategic Plan) will be developed and agreed.	Existing plans have been retained. A review of future strategic and business planning will be undertaken
An Annual Operating (Business) Plan will be developed and agreed in accordance with the Corporate Strategy.	As above
Children's Trust arrangements will be established.	Achieved. Now to be integrated with HPS governance and LSP governance arrangements.
A Partnership Agreement will be signed.	To be deleted – no longer relevant to this period.
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.	Refreshed Development Plan to be considered by the Steering Group in October.

2. Priority activity for the next two months includes:
- Completion and implementation of a benefits realisation and reporting framework.
 - Establishment of the criteria for allocation of the partnership fund.
 - Establishing synergies between the existing Council and HPCT values and behaviours
 - Development of a forward work plan for the Steering Group, focussing on health and wellbeing and service improvement to support the realisation of integration benefits, and identifying key milestones.
 - Mapping of synergies between World Class Commissioning and Comprehensive Area Assessment criteria.

Financial Considerations

3. The establishment of the single Joint Management Team has been cost-neutral.
4. The organisational development programme being developed to further improve partnership working with the PCT is being financed from the jointly resourced modernisation budget.

Risk Management

During the summer of 2007 the Audit Commission undertook an audit of the then proposal to establish a Public Services Trust. Following the subsequent decision not to progress Trust establishment, the Audit Commission have continued to be briefed on arrangements for pursuing closer partnership working between the two organisations.

Alternative Options

There are no Alternative Options.

Consultees

None

Appendices

Appendix 1 – Draft Herefordshire Public Services Steering Group Terms of Reference..

Background Papers

None identified.