

Report to:	Health and Wellbeing Board
Date:	Thursday, 27 June 2019
Reporting Officer:	Cllr Brenda Warrington, Executive Leader Sarah Dobson, Assistant Director of Policy and Communication
Subject:	UPDATE ON TAMESIDE & GLOSSOP PLAN AND PUBLIC SERVICE REFORM
Report Summary:	This report provides an update on the Tameside & Glossop 'Our People – Our Place – Our Plan' and progress made to drive public service reform and transformation to the next level across Tameside & Glossop.
Recommendations:	Health and Wellbeing Board Members are asked: <ul style="list-style-type: none"> • to note the content of this update report and discuss the role of the Health and Wellbeing Board in delivering Public Service Reform.
Corporate Plan:	This report relates directly to the adoption and implementation of the Tameside & Glossop 'Our People-Our Place-Our Plan'
Policy Implications:	'Our People-Our Place-Our Plan' is a key underpinning policy document and sets the framework for policy and strategy making in Tameside & Glossop. Public service reform will define how we engage with our communities and therefore influence policy decisions.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>There are no direct financial implications arising from the report at this stage.</p> <p>However, Members are reminded that the annual revenue budgets of Tameside Council and the Tameside and Glossop Clinical Commissioning Group are reported as a single budget of the Strategic Commission which is referred to as the Integrated Commissioning Fund (ICF). Revenue budgets are currently reported and monitored within the fund by the respective services and directorates of each organisation.</p> <p>An analysis will be carried out to allocate current year service and directorate budgets within the ICF to the Corporate Plan priorities. This will provide an awareness of the current levels of investment against each priority and support the option to facilitate a review to ensure service reform and transformation is delivered across the economy.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>Creation of a Public Service Reform Board (Reform Board) highlighted at 2.5 of the report would of course require separate governance.</p> <p>At all times members must be mindful of the fiduciary duty to the public purse and any reform and transformation programme must deliver both this and outcomes which are of proven benefit to the public in a fair and rationale way to avoid successful challenge,</p>
Risk Management:	N/A

Access to Information: See below

Background Information: The background papers relating to this report can be inspected by contacting Jody Smith



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1 BACKGROUND

- 1.1 Tameside & Glossop's 'Our People – Our Place – Our Plan' (Appendix 1) was approved for formal adoption by TMBC Executive Cabinet in February 2019. The plan outlines the aims and aspirations for Tameside & Glossop, its people and how we commit to work for everyone, every day.
- 1.2 The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by the idea of ensuring that Tameside & Glossop is a Great Place, and has a Vibrant Economy. Within each life course sits an identified set of goals that set out what we want to achieve for people in the area throughout their life.
- 1.3 The plan is supported by a list of public service reform principles that define the ways of working to achieve those goals. Public Service Reform (PSR) has been established as a model of current and future service delivery across Greater Manchester. Identifying an asset based collaborative approach towards building community resilience and reducing reliance on public services, PSR prioritises wellbeing, prevention and early intervention. The PSR principles have been adopted locally and will redefine our relationship with residents – doing with, not to.

2. PUBLIC SERVICE REFORM

- 2.1 An event took place on 10 May with system leaders from across Tameside and Glossop to discuss driving public service reform and transformation to the next level. Organisations represented included:
 - Tameside & Glossop Strategic Commission
 - Tameside & Glossop Integrated Care NHS Foundation Trust
 - Action Together
 - Department for Work & Pensions
 - Jigsaw Housing
 - Greater Manchester Police
 - Greater Manchester Fire & Rescue Service
 - Derbyshire County Council
- 2.2 A key focus of the event was how organisations can best work together to deliver on the priorities and outcomes identified within 'Our People-Our Place-Our Plan' – at an individual, organisational, place and regional level. The following tables detail the outputs from the event - Table 1: Where we are now and Table 2: The shifts we need to make to move forward.

Table 1: Where we are now

Organisation	<p>Clear understanding of our organisational responsibilities to Glossop/Derbyshire residents</p> <p>Joint bidding with other housing associations</p> <p>We have a wider view of our role</p> <p>Good customer intelligence and data</p>
Place	<p>Children & Young People Neighbourhood Learning Circles</p> <p>Provide decent housing</p> <p>Community based projects run/funded through neighbourhood plans</p> <p>Setting up the MASH – Multi Agency Safeguarding Hub</p>
Region	<p>Increased physical presence of system leaders</p> <p>Public engagement (public engagement networks, conferences, the role of the third sector)</p> <p>Disability Employment Advisors in GP surgeries</p> <p>Co-location of some services i.e. Tameside One</p> <p>Reduce areas/local teams working in isolation</p> <p>Prevention – youth engagement, community engagement, education</p>

Table 2: The shifts we need to make

Individual	<p>My identity – I'm not just an organisational leader Perceptions of me Time needed to make a difference Investing in relationships Staff retention Attractive strategies Get a better understanding of the other sectors to appreciate links, overlaps etc.</p>
Organisation	<p>The need to address the issues on the ground Who are our enablers? Relationships Creating the time needed Knowing the capacity of our workforce Dialogue with Place Recognising and respecting each other's pressures and regulatory requirements Breaking down individual resistance to change</p>
Place	<p>The need to address the issues on the ground We need to 'let go' of things e.g. leaders, organisations do not have all the answers on their own. Be part of it but not all of it. Permissions Agreeing ambitions collaboratively Consistency In partnership with... The narrative is single and unifying The communication is open and honest Opportunities to meet and build a network Team development opportunities Requires risk and vulnerability Boundaries – Where do we overlap? Where do we clash?</p>
Region	<p>Safety How do we understand and measure success? Dream big The system looking after itself – hard to get, easy to lose Clear purpose Do we have misaligned incentives? Always ask 'what's the alternative?' Collaboration is key Financial management</p>

2.3 The following leadership behaviours were also identified as key to the success of implementing and delivering 'Our People-Our Place-Our Plan':

- Be visible
- Be present
- Be generous
- Understand the problem together
- Use language that we all understand
- Listen to each other and ourselves
- Committing our resources collaboratively
- Challenge ourselves and each other
- Deal with the problem not the consequences
- Bottom up, top down and sideways – collaborate
- Build relationships with trust
- Take the time getting perspective and understanding
- Create a unified, positive and optimistic narrative
- Develop a single version of the truth
- All conversations should be authentic and 'break through'
- Get to know 'people' first and 'job role' second

2.4 A commitment was made by attendees at the event to adopt 'Our People - Our Place - Our Plan' as the plan for Tameside & Glossop.

2.5 In order to strategically drive forward 'Our People-Our Place-Our Plan' it was acknowledged that it would be beneficial to create a Public Service Reform Board (Reform Board). Establishment of a Reform Board for Tameside & Glossop would enable a cross-organisational mechanism for strategic direction across a wide range of issues and help to mitigate duplication of effort.

3 RECOMMENDATIONS

3.1 As stated on the report cover