

OPEN BOARD OF DIRECTORS' 11 January 2017

TITLE OF PAPER	Public Service Reform - Sheffield
TO BE PRESENTED BY	Fiona Goudie, Clinical Director - Strategic Partnerships
ACTION REQUIRED	For information and to report progress

OUTCOME	For BoD to note and consider in relation to strategic discussions and decision making
TIMETABLE FOR DECISION	
LINKS TO OTHER KEY REPORTS/DECISIONS	Estates Strategy, Primary Care Strategy, STP
LINKS TO THE NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES ETC	HSE <input type="checkbox"/> MH Act <input type="checkbox"/> Equality <input type="checkbox"/> NHS Constitution: Patients <input checked="" type="checkbox"/> Public <input checked="" type="checkbox"/> Staff <input checked="" type="checkbox"/>
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	
CONSIDERATION OF LEGAL ISSUES	

Author of Report	Fiona Goudie
Designation	Clinical Director – Strategic Partnerships
Date of Report	11 January 2017



SUMMARY REPORT

Report to: Board of Directors
Date: 11 January 2017
Subject: Public Service Reform - Sheffield
Author: Fiona Goudie Clinical Director- Strategic Partnerships
Approved By: Kevan Taylor Chief Executive

1. Purpose

For BoD to receive a report on Public Service Reform (PSR) in Sheffield. The attached paper summarises plans for Public Service Reform, the establishment of a leadership group for the city and the involvement so far of Sheffield Health & Social Care NHS Foundation Trust (SHSC FT). Mark Tuckett, Assistant Director of Public Service Reform, Sheffield City Council will also attend the BoD meeting to jointly deliver a presentation including progress on financing PSR (Cabinet Office Life Chances Fund).

3 Next Steps

For BoD to note Trust involvement so far – particularly in relation to the employment and employability work stream chaired by Kevan Taylor. There are potential benefits and opportunities for SHSC and service users in being involved in other work streams such as Analytics, Estates, Primary Care and Vulnerable Young People.

4 Required Actions

For Board of Directors to note and ensure consideration in strategic discussions and decision making.

5 Monitoring Arrangements

Via Kevan Taylor and Fiona Goudie

6 Contact Details

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PUBLIC SERVICE REFORM – SHEFFIELD

1. What is Public Service Reform (PSR)?

- Significant, sustained, financially secure changes to the nature of public service delivery in pursuit of better outcomes
- Focussed on those aspects of public services associated with
 - Enabling people to lead long, healthy lives;
 - Education and employment;
 - Empowering citizens to be responsible and independent
- Ensuring we have the right enablers in place to ensure PSR can happen, and that it 'sticks'

2. Why are we talking about this now?

- We know that public services have not kept up with the dynamic demographic, social and behaviour changes in the population, and we are not achieving the outcomes that we want.
 - Changing demographics and changing needs;
 - Technological change, with raised expectations of service users and increasing business intelligence and data availability
 - Public services are increasingly unaffordable – in part due to the Government's austerity programme which is planned to continue, but also ongoing demand pressures.
- Public services in Sheffield don't work as well as they should.

3. Some figures

- 88 per cent of public money spent in Sheffield is on health and Care, Employment and People and Families.
- There are 1,000 public sector assets across the city (Schools, Children's Centres, Health facilities).

4. Establishment of City-Wide PSR Leadership Group

Membership

John Mothersole, Chief Executive, Sheffield City Council (SCC)
Sir Andrew Cash, Chief Executive, Sheffield Teaching Hospitals (STHFT)
Maddy Ruff, Accountable Officer, Sheffield Clinical Commissioning Group (CCG)
Stephen Watson, Chief Constable, South Yorkshire Police (SYP)
John Somers, Chief Executive, Sheffield Children's Hospital (SCH)
Julie Dore, Leader of Sheffield City Council (SCC)
Kevan Taylor, Chief Executive, Sheffield Health & Social Care NHS FT (SHSC)
Michelle Buttery, Chief Executive, Office of Police and Crime Commissioner (OPCC)
Stephen Betts, Chief Executive, Learn Sheffield

The shared thinking so far is to work towards a single public budget for public service delivery. This will consolidate assets; make preventive investments in the social and political capital for neighbourhoods, supporting people in and out of specialist services, and use risk stratification.

Reminder: summary of the overall thinking

STRAWMAN

- ii Consolidating the ~1,000 public sector assets across the city
 - Much more use of schools' and GPs' privileged front-line service access to people in Sheffield

- iv Genuinely preventative investments in social and physical capacity of neighbourhoods
- iii Right specialist services at the right time
 - Support into and out of specialist services



A series of work streams have been established with Chief Executive leadership, Director level support and named democratic political involvement.

The leadership group meets 6 weekly and there are 12 work streams.

Public Service Reform Sheffield Work Streams

Area	Political Lead	CEXs Lead
Leadership	Julie Dore	John Mothersole
Investment	To be confirmed	John Mothersole
Analytics	Julie Dore	Sir Andrew Cash
Estates	Leigh Bramall	Chief Constable Stephen Watson; Michelle Buttery
Communications	Julie Dore	Simon Morritt
Engagement	Julie Dore	Mandy Ruff
Employment & Employability	Leigh Bramall	Kevan Taylor
Primary care	Cate McDonald	Maddy Ruff
Vulnerable Young People's Service	Jackie Drayton	Stephen Watson; Michelle Buttery
Early Years	Jackie Drayton	Simon Morritt
Pathways for frail elderly	Cate McDonald	Sir Andrew Cash
Keyworker – based support (when required)	Julie Dore (for time being)	To be determined

Kevan Taylor is Chief Executive Lead – for Employment and Employability – with Leigh Bramall as Political Lead.

5. Finance

The leadership group is exploring how Public Service Reform (PSR) in Sheffield could be financed and has written to the cabinet office about the £80m Life Chances Fund, and whether a local arrangement could be made for Sheffield – a 'Life Chances in Sheffield Fund' with an ability to invest in multiple business cases which would be outcomes related. The cabinet office's feedback has been broadly positive as long as business cases lead to greater savings for central government. They are interested in Vulnerable Young People's services, Primary Care, troubled families model and improving pathways in and out of hospital (Employment already has identified Department of Work and Pensions (DWP) financial contribution).

6. Employment and Employability Work Stream

(Kevan Taylor, Chief Executive Lead, Leigh Bramall, Political Lead).

Existing National Work and Health Programme, Sheffield City Region Work and Health Unit (Jo Miller, Doncaster Council is Chief Exec, SCR Skills and Employment Lead). A significant amount of investment has already been made by the DWP. The health and disability (un)employment gaps have risen to the top of policy priorities. The need for cross system working between work and health is recognised and there are pockets of positive activity which SHSC and our service users are involved in.

1. Host for SYHA successful Building Better Opportunities Fund (3 employment advisors seconded across Learning Disabilities, Substance Misuse, Community Mental Health Teams)
2. IAPT – 9 Extra Employment Advisors (EA) allocated via Work and Health National IAPT linked scheme (NB Dec 2016 update is that this will now happen in phase 2 for Sheffield).
3. Included with Recovery Enterprises in a work and Health Innovation Fund Bid which focuses on musculoskeletal symptoms (MSK), and includes our potential “offer” with Recovery Enterprises on pain management and Digital Innovation.

7. Next Steps

1. Employment and Employability
 - Kevan Taylor is setting up a planning group to include SHSC expertise (Toni Mank, Julie Edwards)
2. Fiona Goudie has met and discussed with Mark Tuckett, SHSCs involvement in key work streams and related opportunities (in addition to Employment and employability, Primary Care and Vulnerable Young People are priorities for the Life Chances in Sheffield Fund).
3. Maintain links and involvement in relation to city wide Estates (Leigh Bramhall has the political lead for this workstream).
4. For Board to be updated and made aware of opportunities and any risks arising from Public Service Reform, ‘Life Chances in Sheffield Fund’ and related developments.

Fiona Goudie
Clinical Director for Strategic Partnerships
3 January 2017