

AGENDA MANAGEMENT SHEET

Name of Committee Overview & Scrutiny Board
Date of Committee 10th November 2010
Report Title Sub-Regional Programme of Collaboration

Summary This paper provides the Board with an update on the County Council's contribution and involvement with the sub-regional work programme building upon outcomes from the Total Place Pilot.

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Would the recommendation decision be contrary to the Budget and Policy N/A

Framework? [please identify relevant plan/budget provision]

Background papers

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Roodhouse, Cllr Tandy, Cllr Saint
- Cabinet Member Cllr Hayfield
- Chief Executive
- Legal Jane Pollard
- Finance
- Other Chief Officers X Monica Fogarty, David Carter, David Clarke
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Overview & Scrutiny Board – 10th November 2010

Sub-Regional Programme of Collaboration – update on shared services position

Report of the Assistant Chief Executive

Recommendation

That the Board considers and comment on the County Council's contribution and involvement with the sub-regional work programme.

1.0 National Context

- 1.1 Local authorities and partnerships need to maintain and increase momentum now that services have been faced with new and significant in-year and much heralded future year spending reductions. The scale of the money to come out means that to continue to deliver essential services, organisations will need to further develop partnership working.
- 1.2 Whilst the Total Place Pilot period has officially ended the ethos of Total Place in 'delivering more with less' remains a driving force in public policy at both a national and local level.
- 1.3 Public services are now working in the most challenging climate in recent times. Local authorities within Coventry, Solihull and Warwickshire (CSW) have been working together for some time already. The national emphasis is now moving away from regional arrangements, but the challenges faced are so complex that the only way to stand a chance of transforming in a more sustainable direction is to start working with the 'system' as a whole through approaches like 'Place-Based Budgeting.'
- 1.4 Place-Based Budgeting, or Community budgets as they are now becoming known, bring about a significant shift in accountability, making public services genuinely local both in the way funding is allocated, and how decisions about services are made and accounted for. The core proposition sees a locally accountable governance body as the place based (community) budget holder in a commissioning and enabling role and builds on CSW sub-regional working.

2.0 Local Context

2.1 Total Place Pilot

In February 2010 the Coventry, Solihull and Warwickshire (CSW) sub-region submitted their final report to Central Government as one of the 13 national Total Place pilots.

2.2 Working on the basis of 'Thinking big, acting small' and across Children's Services, the Pilot covered a range of service areas, and linked with the Every Child Matters themes. These projects enabled us to test out:-

- A systematic method of engaging users and front line staff in the commissioning cycle (Child Health and NEETS)
- Our readiness to move from three strategies to one through a formal collaborative between the three Children's Trusts (Bullying)
- A commitment to shifting resources from the centre to the sub-region (Field Forces)
- Aligning the commissioning response of schools (School Improvement and NEETS)
- Redesigning and rolling out shared services (starting with teacher recruitment)
- A willingness to pool and share financial risk between agencies (NEETS)

The report was well received and together with intelligence gained from the other pilots was able to influence the national budget.

2.4 Community Budgets

A sub-regional response to the recent request for expressions of interest in the Community Budget initiative has been developed, which builds on early suggestions of a concordat between the sub-region and Central Government. For Coventry, Solihull and Warwickshire this represents a deal between an increasingly devolving and locally focused centre with a mature and accountable sub-region which has showed that it is prepared to work together strategically, pooling risk and streamlining how it manages its own interface with central government inspection, regulation and performance management systems. Through our Total Place Pilot there are a number of freedoms and flexibilities related to children's services that would enable us to role model the beginnings of a concordat.

2.5 LEPs

In early September the Cabinet formally endorsed the draft proposal for a Coventry and Warwickshire Local Enterprise Partnership (LEP). The draft proposal, currently an expression of interest to Government, highlighted the strong foundation of joint working across the sub-region, setting out the functional economic geography that has been established and outlining a number of requests or "flexibilities" that the partnership would like from central Government to enable a strong and effective LEP.

2.6 Sub-Regional working

Collectively it is understood that we need to capitalise on this “CSW family” approach to make local services stronger and better value for money. Working together, across local authorities, the Police and Health partnerships, we can do more to improve and safeguard local services than going it alone. On 16th April 2010 CSW Leaders considered practical proposals to build upon previously agreed principles of sub-regional working and capitalise on the momentum generated by the Total Place pilot by commissioning a Programme of sub-regional working.

3.0 Local Response

3.1 The CSW joint work programme

Reflecting these benefits the programme content is summarised below:

Adult Services	Adoption of a CSW-wide approach, across health and social care, to Adult Services with the Health sector and Local Authorities working together. Optimal Care pathways for common problems like falls will be designed and used to set better outcomes for individuals and model the overall impact on current service capacity requirements. We aim to reduce reliance on institutional care and make efficiency savings. Options for the future shape of the current PCT/Care Trust public health function configuration will also be reviewed.
Children’s Services	Capitalising on the success and profile of our Total Place pilot projects, we plan to undertake radical service redesign, on a much bigger scale across Children’s Services for all age groups, with an emphasis on streamlining access and pathways across public sector bodies-starting with school improvement services.
Waste Treatment	Taking stock of our current sub-regional approach to Waste Treatment and future disposal needs and driving better efficiency in Recycling services and refuse collection by making best use of assets, equipment and a joint approach to procurement.
Asset Management	Taking one common approach to Asset Management to optimise organisations’ capital investment and improve customer access and experience.
Learning Academy	Creation of a Learning Academy which will coordinate and consolidate the provision of training and development across the sub-region.
Procurement	Establishment of a sub-regional approach to Procurement for all local authorities which creates economies of scale and yields collective efficiency savings in areas such as construction, street lighting and ICT.
HR	Developing staff and improving how we use our workforce to best effect by building upon existing commitments and establishing a shared HR transactional service across the sub-region.

Strategic Planning	Creation of one common strategy, delivery plan and vehicle(s) for Strategic Planning and Infrastructure Delivery at a sub-regional level which will act as a model for future policy development and enable long term economic, environmental and social benefits', subject to considering the effects and implications of recent changes to legislation relating to planning policy'.
Business Transformation	Developing a strong set of Business Transformation skills and working with Warwick Business school and the Academy to generate an internal pool of expertise which can be applied to developing more efficient shared services.

3.2 Three key areas of focus

The programme recently refocused on three key areas to achieve a step change first in the areas of School Improvement, Adult Health and Social Care and better use of buildings and assets.

3.3 Resourcing the programme

Given the current political climate and the uncertainty surrounding external funding sources CSW Chief Executives have been keen to ensure that the programme is sustainable through the re-direction of existing resources and the utilisation of skills from within partner organisations using a mixture of placements, networks and existing forums to take it forward.

3.4 Additionally we have capitalised on an opportunity to seek funds through the Locality Investment Fund administered by the Improvement & Efficiency West Midlands (IEWM). A successful bid has been made to the IEWM's Locality Investment Fund for £425k in revenue and £325k capital on behalf of the sub-region.

3.5 This money will effectively form a 'transformational pot', administered by the CSW Chief Executives and used to pump-prime activity within the existing programmes and future areas of sub-regional working. CSWACE will hold and allocate to the individual programmes following consideration of individual business cases. This will support the IEWM's requirements for a 5:1 Return on Investment (RoI) which is calculated at £3.75m across the full £750k allocation.

3.6 The Total Place Programme Office has been retained to provide a mixture of coordination and hands on support across the Programme. Currently, the Programme Office consists of the Programme Director and a Programme Manager from Coventry City Council and Warwickshire County Council respectively.

3.7 Additionally, to ensure that we maintain momentum and secure resource to support the Programme Office, a Reference Group has been established. Assistant Chief Executive (Coventry City Council), Assistant Chief Executive (Warwickshire County Council), Director of Commissioning (Solihull Metropolitan Borough Council) and Head of Business Transformation (Rugby Borough Council) currently comprise this group and will act as a sounding board to the Programme Office ahead of future Coventry Solihull Warwickshire Association of Chief Executives (CSWACE) Board meetings.

As leads for the Transformation Work within their respective organisations, this group will also form the Delivery Board for the Business Transformation Programme.

4.0 Future Engagement

4.1 In developing future sub-regional arrangements we recognise the need for a flexible approach and the need to be clear about why we are taking a sub-regional approach (as opposed to addressing issues as individual organisations). Working together where it makes sense to do so, not just for the sake of it,
i.e.

- Where there is clear political reason and a strong business case to justify the approach;
- where savings can be generated through economies of scale or services protected by working together;
- where sharing experience and working across the wider partnership (and with the voluntary sector) will lead to new transformational and radical service delivery solutions.

4.2 Sub-Regional Summit

Preparation is underway for a sub-regional summit in November 2010 which builds on the first one held in July 2009 and brings together Leaders and Chief Executives from Local Authorities, Police, NHS/PCT, Probation, Fire & Rescue. Reflecting current work on the Local Enterprise Partnerships (LEP) and changes in the health service, attendance from Business & Commerce/The Chamber, GP leaders and the Voluntary & Community Sector will also be sought. This is seen as crucial to ensuring the programme is effective not just across local authorities, but ultimately the wider public sector.

4.3 A robust accountability model will be developed which will assess the benefits of the programme in relation to cost, performance outcomes and customer perception.

4.4 High level mapping of the existing transformation plans for local authorities police, health and fire organisations in the sub-region will be undertaken to minimise duplication and optimise synergy across current and future areas of collaboration at a sub-regional level.

4.5 A comprehensive communication approach will be created which will work within existing frameworks and mediums to ensure that all stakeholders are aware of and engaged in the Programme.

4.6. The recently announced Policy Statements and White Paper from the Coalition, including LEPs, Police Reform, School Reform and Health Reform and economic backdrop, provides further opportunities for developing shared services based upon innovative and radical service design to better meet the needs of people and communities within reduced financial resources available.

Monica Fogarty
Assistant Chief Executive

October 2010