

## **IMPROVEMENT AND EFFICIENCY WEST MIDLANDS (IEWM)**

### **NOTES OF BOARD MEETING – 10<sup>th</sup> October 2013 Crompton Room, Austin Court, Birmingham**

**Attendees:** Steve Winterflood (Vice Chair, South Staffs); Howard Davis (LGA); Jan Britton (Sandwell); Nigel Kletz (B'ham); Kevin Dicks (Bromsgrove & Redditch); Dave Neil (Stoke); Jenny Lewis (Herefordshire).

IEWM: Sue Banks; Keith Gordon; Ged Bowles; Tony Ashfield.

**Apologies:** Trish Haines (Chair); Cllr Paul Middlebrough (Wychavon); Mark Rogers (Solihull); John van de Laarschot (Stoke); Richard Partington (Telford & Wrekin); Ian James (Solihull); Laura Johnston (Telford & Wrekin); Martin Reeves (Coventry); John Polychronakis (Dudley); Colin Williams (WME); Andrew Burns (Staffordshire).

#### **1. Welcome & Apologies**

Steve Winterflood (Vice Chair) welcomed everyone to the meeting on behalf of Trish Haines (Chair) and apologies were noted as above.

#### **2. Minutes of Board Meeting – June 2013 and Matters Arising**

The minutes were approved as an accurate record and there were no matters arising.

#### **3. Reshaping Public Services**

Kevin Dicks presented details of on-going work in Redditch (and hopefully shortly to be implemented in Bromsgrove) around the redesign of public services to meet customer needs - holistic as opposed to silo based solutions which are designed to meet the actual needs of individuals and build ongoing independence/self-sufficiency.

Kevin emphasised that the approach is ultimately focused upon supporting people to help themselves; it is not about creating further dependency upon public sector services.

Kevin highlighted some impressive results in relation to the savings that could be achieved from providing the right services at the right time based upon identifying the right needs - but more importantly in terms of improving the quality of life for individuals and ultimately communities.

Dave Neil went on to present details of similar work underway in Stoke via a multi disciplinary team and associated analysis which demonstrated how

significant savings could arise across public services if services, support and solutions were designed in a different way.

Dave then went on to talk about the Reshaping Public Services Academy including details of current members, forthcoming events, activities and ambitions for the future.

Nigel Kletz asked about the difficulties of encouraging multiple partners to adopt a similar way of working. Kevin agreed this was still a challenge but the evidence is starting to mount which can be compelling, for example a Housing Association in Bromsgrove is willing to pilot the approach in localities and work with clients regardless of their tenure type which is a huge success for the initiative.

Steve Winterflood asked about the relationship with Vanguard. Dave responded that Vanguard has learnt a huge amount from the work underway in the West Midlands and are positive about the opportunities going forward. Dave added that John van de Laarschot is committed to rolling the approach out across the North of Stoke, based upon the impressive results/predicted outcomes from the work to date.

Howard Davis asked about the difficulties of data sharing and whether this had/is inhibiting progress. Both Kevin and Dave agreed this remains one of the major challenges that they are facing; Kevin quoted one case where a lady had to sign 15 individual consent forms to agree to her data being shared before agencies could begin to work with her successfully.

Howard flagged work that he was aware of from Salford Council where similar issues were being tackled and said it would be useful to link in with that.

Sue Banks asked Kevin whether he was aware of any dialogue with the Information Commissioners' office in relation to the challenges faced and solutions required. Kevin said not at this stage but agreed it would be useful to seek a dialogue in this respect.

### **Agreed**

- Howard to progress the link with Salford Council and report back.
- Howard and Sue to think about how the LGA and IEWM can work together to identify work taking place across the sector/support dialogue with the Information Commissioner etc.

## **4. Transcend Leadership Programme**

Ged Bowles gave an overview of the Transcend programme and invited Jenny Lewis from Herefordshire to talk about her experience as a delegate from cohort 1 of the programme.

Jenny talked very positively about the programme, reflecting that it was one of the best leadership programmes she had participated in because it was focused upon solving 'wicked' (not tame) issues. Jenny also talked about how she had taken her learning on Adaptive Leadership back to her organisation and was actively practicing this by regularly focusing upon the following questions:

- Are we sufficiently aligned and focused upon the right things?
- How do I know?
- What do I need to keep on doing to ensure we stay focused?

Jenny has also spoken enthusiastically with her CEX about the programme/learning and how they can benefit from it as an organisation.

Ged then went on to say that IEWM was extremely keen to keep the Transcend network (up to 50 delegates) active and that this was a significant resource that was available to the region to help us think about/analyse and find potential solutions to the major challenges facing authorities.

Jan agreed the programme was proving valuable and that there was a significant opportunity to get Transcend delegates involved in a whole range of projects on behalf of Chief Executives etc. He also felt we should involve CEX in the network meetings to give a perspective on being a CEX etc.

### **Agreed**

It was agreed that IEWM will develop/support an Alumni approach to the Transcend network as follows:

- A series of network meetings and events; potential visits; input from guest speakers etc.
- Ensure regular briefings from regional CEX/Leaders and members – what it feels like to be me etc.
- Explore opportunities for this network to broaden out across the whole range of public services over time.

## **5. London Innovation Hub**

Ged gave an overview of the London Innovation Hub and fed-back some of our key observations about the initiative following our visit to Capital Ambition last week.

Colleagues liked the 'innovation hub/ideas incubator' concept and in principle would be interested in finding a partner to help us broker relationships/navigate the private sector. However, there was some hesitation about adopting the same model/approach as Capital Ambition

(which could potentially be overly cumbersome and bureaucratic for what we're seeking - and could quickly consume resources).

Colleagues were also keen to ensure that we invite the Third/Community Sector and local companies to be as much a part of any dialogue as large private sector companies. For example, Nigel Kletz highlighted the many "find it in" examples from across the region and emphasised the important role that the third sector play in delivering public services. Nigel also cited that EU funding could be available for 'innovative procurement'.

Jan agreed that it was important to ensure the involvement of the third sector etc. Jan went on to say that he thought we should take up the offer of a free workshop from E&Y and dependent upon the success of that, we could then develop an offer to meet WM needs. Jan also said he would be happy to sponsor the initiative on behalf of the IEWM Board.

### **Agreed**

- IEWM will look to host the workshop with E&Y asap
- IEWM will continue to check out with Capital Ambition the possibility of us 'piggybacking' on their arrangement/offering opportunities to our authorities as they arise
- IEWM will look to develop a parallel 'mini offer' (dependent upon the success of the initial workshop) with an emphasis on brokering relationships and dialogue with the private/community/third sector etc. to find innovative solutions - as opposed to detailed business case development work
- The Board agreed to set aside funding from within the Programme to support the initiative (up to £300k)
- Jan agreed to sponsor the initiative on behalf of the Board

## **6. Programme Update**

Sue gave an overview of Paper 2a including the current financial position and predicted end date for the IEWM programme. The predicted end date of March 2015 has not changed from our previous update in June.

Sue then went on to talk about how we continue to refine and shape the programme in response to sector needs and gave some examples of the areas of focus for the year ahead (e.g. SLI; health and social care integration & public health etc.).

Sue highlighted the review of the IEWM Procurement Programme and the proposed (smaller scale) programme going forward.

Nigel Kletz said that the IEWM Procurement Programme had undoubtedly been successful to date. Nigel also agreed that there was a shift in emphasis to commissioning but also that there was an ongoing need in relation to developing Contract Management capability across the region etc.

Jan agreed that developing Commissioning skills was a priority, for example Commissioning skills in Children's Services are particularly under-developed when compared to other parts of the Council and this is an area that requires considerable support going forward.

## **Agreed**

The following recommendations were all approved:-

- The overall financial position was noted and agreed
- The latest income position and projections – Section 2 and Annex A – were noted
- The update/future focus for the IEWM Procurement Programme (Section 4) was noted and approved
- The proposals to fund the West Midlands Innovation Hub (should it go ahead) – Section 4 - were noted and approved
- The latest Return on Investment position (Section 5) was noted
- All other project approvals/allocations made since the last Board meeting, under delegated authority, were noted (Section 6)
- The accompanying Programme Delivery Plan, Paper 2b, was noted

## **7. Communications**

### **Best by West Midlands**

Sue gave an overview of the Best by West Midlands social media initiative as set out in Paper 3 and referred to the bids received for the New Ideas funding.

Jan talked about the Best by West Mids launch event and resultant interest at both the regional and national level which was impressive. Jan said that whilst the bids received were all relevant and should be supported, he remains hopeful of seeing something genuinely different and innovative coming forward.

### **Rewiring Public Services – WM Annual Conference – 6.12.13 – ICC**

Sue gave an overview of the draft agenda for this year's annual conference, which is being held in partnership with the LGA.

Sue highlighted that this is still work in progress and invited comments on the draft agenda/any gaps that the Board felt needed to be addressed.

The Board were happy with the draft agenda as presented and there were no comments regarding gaps in content etc.

## **8. Any Other Business**

Sue highlighted the 'who's who in the IEWM team' paper that was circulated with the agenda.

No other business was discussed.

## **9. Dates of Future Meetings – 2014 / Future agenda items.**

The dates for future meetings will be circulated. We are seeking 3 meetings next year (Feb; June; Oct).

These will be published as part of a Forward Plan of key regional meetings (e.g. CX network; ADASS; ADCS; Improvement Board(s) etc.) which IEWM will work with colleagues to produce.

Colleagues were also asked for suggested future agenda items. The following were agreed

- Health and Social Care Integration / Public Health
- Sustainability of regional support for major priorities (e.g. SLI) beyond the lifetime of the IEWM Programme (potentially April 2015 onwards).