

IMPROVEMENT AND EFFICIENCY WEST MIDLANDS (IEWM)

NOTES OF BOARD MEETING – 15th October 2012 The Partnership Centre, Birmingham

Attendees: Trish Haines (Chair); Cllr Paul Middlebrough (Wychavon); Steve Winterflood (South Staffs); Andrea Pope-Smith (Dudley); Kevin Dicks (Bromsgrove & Redditch); Jan Britton (Sandwell); Mark Rogers (Solihull); Dawn Hewins (Stoke); Fiona Narburgh (Wychavon); Gail Quinton (Worcestershire); Nigel Kletz (Bham); Andrew Burns (Staffordshire); Paul Clarke (LGA); Dan Slee (Walsall);

IEWM: Sue Banks, Pete Jackson; Ged Bowles; Keith Gordon; Tony Ashfield; Maggie Sybilska, Sonia Thomson (minutes).

Apologies: Nina Dawes (Lichfield); John van de Laarschot (Stoke); Howard Davis (LGA); Martin Reeves (Coventry); John Polychronakis (Dudley); Richard Partington (Telford & Wrekin); Colin Williams (WMC); Fran Collingham (Coventry)

1. Welcome & Apologies

Trish Haines (Chair) welcomed everyone to the meeting and apologies were noted as above.

Sue announced three changes to the Board Membership since the last meeting, namely Nina Dawes (Vice Chair) who has announced her retirement at the end of Dec 2012; Kim Riley (Transformation) who has taken up a new post with East Cheshire Council and Barbara Peacock (Children's) who has recently moved to an authority in London.

Sue tabled a letter to the Board from Nina Dawes which thanked the Board and IEWM colleagues for their continued support to herself over the years. Trish asked that we put on record our thanks to Nina for the substantial role that she has played in shaping and supporting the IEWM Programme since it began.

Sue also announced that she was delighted to confirm that Steve Winterflood (S Staffs) had agreed to become the new Vice Chair and that Jan Britton (Sandwell) had agreed to join the Board as our new Transformation Lead, replacing Kim Riley. Gail Quinton confirmed that she will be the Children's lead representative on the Board following Barbara Peacock's departure and that Laura Johnston (Telford) will take up that role from next March when she becomes the new chair of WMADCS.

2. Minutes of Board Meeting – June 2012 and Matters Arising

The minutes were approved as an accurate record. Trish highlighted one matter arising on page 3 regarding the need to report the decision to extend the IEWM Programme beyond March 2013 to Worcestershire members. Trish confirmed she would arrange this as soon as possible.

3. Social Media – the new Open World – plenary discussion

Trish introduced Pete Jackson (IEWM) to set the scene for the discussion. Pete gave an overview of some of the current activity underway e.g. daily Twitter broadcasts etc. and also highlighted some events in the region e.g. Shropshire's recent digital conference and Coventry's forthcoming City Camp Coventry etc.

Pete introduced Dan Slee, the Communications Manager at Walsall MBC, who was invited to join the Board for the discussion. Dan shared details of a recent 'ten by ten' event which showcased activities underway in the West Midlands and highlighted that increasingly the region is becoming somewhat of an exemplar in the social media field and there is a great deal of innovation taking place.

The discussion was opened up to the Board.

Trish Haines noted the fast moving pace of the social media agenda and that anything we do to support must be flexible.

Nigel Kletz (Bham) asked about the practicalities of social media and whether this is just another PR channel for local councils.

Dan Slee replied that the impact of the Twitter Gritter initiative had been to reduce the volume of calls to the council as information was published well in advance and residents welcomed the speed and accuracy of information.

Trish Haines highlighted that you can also use social media to target information/audiences/send alerts etc. and so there were positive benefits to services as a result.

Mark Rogers (Solihull) highlighted work that the council is doing with Public Eye around social media and adopting a 'Push/Pull & Discover way of working. This is fundamentally about enabling a different form of engagement with communities, tapping into what's happening where via social media and finding ways that the council can enable the community to do things for themselves.

Jan Britton (Sandwell) added that power and immediacy of communications is very important. The results go beyond social media in that it offers better engagement and communication and shows exciting

things people can do, and how they can work together. It's about having a broader approach and a different style of working, being more creative in style and manner with much less bureaucracy.

Andy Burns (Staffordshire) added that Staffordshire now have 5,000 followers for Twitter Gritter. All portfolio holders have their own Twitter accounts and the internal communications tool called Yammer is proving very successful. Resident groups and politicians alike are really keen to use social media as a means of raising their own profiles as well.

Steve Winterflood (S Staffs) agreed that officers and members in particular who talk to residents should engage more with social media.

Mark Rogers (Solihull) also agreed and said that he would like all members of staff to have a Twitter account, provided the risks were managed sensibly

Nigel Kletz (Bham) asked how councils were managing to protect the corporate brand with the emergence of social media. Fiona Narburgh (Wychavon) said that rule book has basically gone. It's now more about being open about how we work and showing 'personality'.

Andrea Pope-Smith said whilst she is a big fan, she is currently having frustrating conversations related to information governance so any help from IEWM and others would be welcomed.

Gail Quinton (Worcestershire) shared her concerns about releasing information about individuals, in particular, social workers and the danger of naming and shaming. Gail highlighted the need to manage some of the personal consequences for staff and not to lose sight of this aspect of social media.

Trish Haines asked what sort of support was required to help IEWM develop a social media offer.

Dan Slee (Walsall) said a small pot of money to enable local events and also to 'back fill' staff time to help councils support one another would be great.

Pete Jackson wondered if there was a role for social media in the Sector Led Improvement toolkit.

Jan Britton said that he is a strong advocate of 'unconferences' and suggested putting on a 'Suit' Camp for Chief Executives and Directors which would offer a superb opportunity for some active learning from each other.

Agreed

Sue Banks said that she would take the key points raised and work with colleagues to develop an IEWM offer that could help act as a 'network hub' for the region, provide support for events, share practical examples and simple tools e.g. data protocols etc. and also look at 'develop once, use many' principles for social media apps etc.

4. Taking Stock of Sector Led Improvement – plenary discussion

Trish invited each of the sector leads for Children's Services (Mark Rogers and Gail Quinton), Adult Social Care (Andrea Pope-Smith) and the LGA (Paul Clarke on behalf of Howard Davis) to give an overview of current progress and challenges in relation to Sector Led Improvement.

Mark Rogers (Solihull) opened by saying that important 'stock take' discussions are underway both nationally and regionally; these are primarily about 'renewing vows' and looking at progress to date. In performance terms, the picture for the West Midlands is challenging with over half of the 14 Children's services authorities requiring some form of support from the sector.

A key challenge for the sector is around early identification and early support. An annual rolling cycle with a sharp focus on self assessment and peer challenge is crucial. A further key challenge is in relation to securing better engagement of CEX and Lead Members both within and between the 14 authorities.

Gail Quinton (Worcestershire) added that a further key issue is how we can support authorities to encourage schools to work collaboratively. A gap is also emerging in relation to workforce development at the team manager level. Finally, we need to have a clear view of 'what does good look like' and understand how we can secure consistency of practice both within the West Midlands and beyond.

Andrea Pope-Smith (Dudley) highlighted that there has been very little funding for SLI nationally and that there has been a lot of deregulation in recent years; however these are high risk services that affect a large proportion of the population.

Similarly to the picture in Children's Services, more work needs to be done around Chief Executive and Member engagement. Generally, the West Midlands region is working very well without a regulatory body and WMADASS has committed to the LGA to do more peer reviews and the first review on Personalisation has been completed. WMADASS are currently looking at ways of sharing performance information and finding a more challenging environment for doing that.

Paul Clarke (LGA) talked about the peer challenge and confirmed that 80

have been delivered nationally to date, with some 50-60 being published, demonstrating transparency. Paul stated there are no 'closed doors' in the West Midlands in relation to peer challenge.

Again key issues are in relation to supporting the sector with tools for early identification and 'what good looks like'. Paul also highlighted that a national progress report in relation to Adult Social Care was due to be published at the joint Adults/Children's conference in Eastbourne later this month.

Trish Haines asked how we can secure better engagement of CEX and Lead Members etc. and how IEWM might add value in relation to the SLI agenda.

Mark Rogers (Solihull) said that we are already doing a lot of the right things (support for peer challenge; self assessment tools; provision of data sets and brokerage etc.) but that SLI at the moment is not necessarily seen as part of the 'day job' for everyone and we need to find a way to make the existing structures for SLI more effective.

Andrea Pope-Smith (Dudley) added that there is a danger of Adult Social Care becoming invisible within the SLI agenda and we need to ensure a balance in relation to the focus for support.

Agreed

Trish Haines summarised and said it would be helpful if IEWM could pull together a position statement/discussion document for the next Board meeting; this should consider suggestions for how we can get more people engaged within the agenda locally and the potential forums for regular discussion etc. alongside presenting the latest picture of performance as we currently understand it.

Sue Banks agreed to liaise with colleagues from the LGA, WMADASS and WMADCS to bring contemporary progress/performance information together into the position statement. Mark Rogers (Solihull) said he would look to feed information in and Paul Clarke agreed to feed in the latest summary of those planning/having completed peer challenges etc.

Trish Haines confirmed that we will revisit SLI/related progress in the West Midlands at the next Board Meeting in February 2013.

5. New Transformational Leadership Programme

Ged Bowles (IEWM) gave a verbal update on the progress being made with the new Transformational Leadership Programme, which is primarily aimed at the Chief Executives of the future. Following a tendering exercise, three providers were shortlisted and interviews took place on 11th October. Jan Britton joined the interview panel and the tender was finally

awarded to CAPITA who will run a programme for up to 50 candidates from all authorities across the West Midlands. Work will now continue to shape the programme and there will be a 'soft launch' at the All Change event on 7th December 2012.

Jan emphasised that Chief Executives will need to play a key role both in working with CAPITA to define the outcomes required and also to mentor candidates etc. and indicated that CAPITA would welcome an opportunity to come and speak with Chief Executive's about requirements, either via the IEWM Board or another forum.

Trish Haines asked if the top 50 candidates had been identified yet. Ged replied that recruitment to the programme would now get underway but that we will need Chief Executive's to help identify/select and recruit candidates on to the programme.

Ged confirmed that IEWM will be subsidising the programme but that authorities will be required to pay an element of the cost for each candidate, Ged also confirmed that the Programme is being developed in partnership with West Midlands Councils who will be providing the 360 degree feedback through their People & Leadership Team etc.

Nigel Kletz (Bham) asked what level of staff is being targeted for the Programme. Jan confirmed that candidates ideally should already be working at Director level, or Assistant Director level where they had significant strategic responsibilities.

Trish thanked Jan and Ged for the update and looks forward to the launch in December.

6. All Change 2012 – 7.12.12 at the ICC

Sue Banks referred to the draft agenda set out in Paper 2 for the All Change event on 7th December 2012. Sue was pleased to confirm that Sajid Javid, the newly appointed Economic Secretary to the Treasury and MP for Bromsgrove, was now a confirmed speaker alongside Carolyn Downs.

It was agreed that Trish would open the event and that Jan would close the event and 'launch' the new Transformational Leadership Programme.

Sue confirmed that she is seeking a sponsor for the event and is currently speaking with the Gap Partnership who are an international commercial negotiation skills provider.

Sue also confirmed that Podnosh who have helped coach the IEWM team with social media skills will be offering a social media surgery on the day and we will again have social media reporters on hand as per last year.

Sue talked through the workshops and highlighted that the Adult Social Care and Children's workshops still needed to be confirmed alongside the requirements of WMADASS and WMADCS.

Sue highlighted that take-up from members was again slow this year and Cllr Paul Middlebrough (Wychavon) agreed for a letter to be sent in his name to invite members and council Leaders to the event.

The Board confirmed they were happy with the emerging Programme. Mark Rogers proposed that we ask Carolyn Downs to talk about Sector-Led Improvement as part of her keynote speech given our previous discussion at the Board.

7. IEWM Operational Update

Governance Update – Paper 3a

Referring to Paper 3a and accompanying slide, Sue Banks confirmed that during the summer there had been two announcements that had impacted upon the IEWM Board membership. Firstly Nina Dawes (currently Vice Chair and Lead for the Waste programme) had announced her retirement at the end of December 2012. As a consequence, Steve Winterflood (S Staffs) has agreed to become the new Vice Chair and will step down as Chair of the District Council Network. A new Chair for the DCN will be confirmed in November 2012 and they will be invited to the next Board Meeting.

Secondly, Kim Riley (Lead for Transformation) had taken up a new role at East Cheshire Council and Sue was pleased to confirm that Jan Britton, Chief Executive of Sandwell MBC had agreed to join the Board as the new Transformation (& Commissioning) Lead.

Sue then went on to highlight new roles for Board members in relation to any potential vote to 'wind up' the IEWM programme and proposed a process for how this would work – as set out in Paper 3a.

Sue also highlighted that IEWM would need to review its' governance arrangements in line with the outcomes of the current review of West Midlands Councils and its' component services.

Agreed

The latest changes to the IEWM Board membership and associated roles were all agreed.

The proposals and associated roles for Board members regarding any future 'wind up' of the IEWM programme were agreed.

The requirement to review IEWM's governance arrangements in the

coming months in line with the outcomes of the current review of West Midlands Councils was noted.

Summary Business Plan & Communications Plan – Papers 3b/3c

Referring to Paper 3b, Sue Banks confirmed that a full Business Plan had been developed in conjunction with a full Communications Strategy since the last Board meeting. These plans will be reviewed and updated regularly and will be published very soon.

The Business Plan summary contains our top 10 targets for the next 18 months/2 years and we intend to report progress on these to the Board at least 2 x per year. Sue invited comments on the targets/plans prior to publication.

Fiona Narburgh has been supporting IEWM to develop their Communications Strategy and thanked the Board for their feedback since the last Board meeting, in particular to Nina Dawes (Lichfield) Dawn Hewins (Stoke), Kevin Dicks (Bromsgrove and Redditch) and Martin Reeves (Coventry) for their personal contributions. Fiona confirmed that we are now focusing on implementing the strategy and are developing a series of products and 'How to Guides' which will be launched at the All Change event in December 2012.

Financial Overview – Paper 3d and 3e

Sue Banks referred to Papers 3d and 3e and confirmed that IEWM funding was fully programmed in until March 2014. At that stage, based on the current financial picture, IEWM would then need to invoke the Sector Led Transition Strategy and look to prioritise the sustainability of its various programmes.

Sue highlighted that the end dates are not fixed (financially) and could change dependent upon any new income being brought in/redirected etc.

Mark Rogers (Solihull) asked if the Transition programme was inclusive of all employee costs.

Sue Banks confirmed that all costs in terms of both people and all other liabilities were factored in to the funding set aside. Tony Ashfield (IEWM) also confirmed that the pension liability costs are being regularly reviewed on an ongoing basis.

Mark Rogers (Solihull) also asked if a decision had been made in terms of IEWM's future office location.

Trish Haines highlighted that this was linked to the decisions around West Midlands Councils and that IEWM will consider requirements in January

next year once the outcomes of that review are known.

Agreed

The overall financial position was noted.

The estimated programme lifetime and associated dates to invoke the Sector Transition Strategy was noted.

The Programme Delivery Plan (Paper 3e) was noted.

The latest Return on Investment position was noted including projected estimates for 2014.

The new project approvals/allocations made since the last Board meeting were noted.

8. Any other Business

No other business was discussed.

9. Dates of Future Meetings - 2013

- Tuesday 12th February 2013 – 2pm to 4pm
- Thursday 13th June 2013 – 2pm to 4pm
- Thursday 10th October 2013 – 2pm to 4pm