

**WM~RIEP BOARD MEETING ON 21st January 2010, 2.00– 4.00pm**  
**ROOMS 1&2, REGIONAL PARTNERSHIP CENTRE, BIRMINGHAM**

### Agenda

<p><b>1. Agreement of New Chair of IEWM Strategic Board</b></p> <ul style="list-style-type: none"> <li>• Paul Sheehan has taken on the role as Chair of the Chief Executive's Task Force creating a vacancy.</li> <li>• Regional Chief Executives Group have recommended that Trish Haines, should become the new Chair, given that Worcestershire CC is the Accountable Body. Nina Dawes to remain Vice Chair.</li> </ul>	<p>For Endorsement</p>
<p><b>2. Minutes of July Board Meeting and matters arising</b></p> <p>- attached</p>	<p>For Information</p>
<p><b>3. Interim IEWM Annual Report</b></p> <ul style="list-style-type: none"> <li>• To endorse the IEWM Interim Report which was submitted to LGA/CLG on the 11<sup>th</sup> January (attached)</li> <li>• To update on the latest position regarding anticipated sign off of Year 3 funding</li> </ul>	<p>For Endorsement (10 minutes)</p>
<p><b>4. CAA Overview</b></p> <ul style="list-style-type: none"> <li>• To report back on the CAA process and results for the West Midlands – (report attached – Paper 1)</li> <li>• To identify emerging issues for next year and for improvement support</li> </ul>	<p>For Discussion (15 minutes)</p>
<p><b>5 Review of IEWM Priorities</b></p> <ul style="list-style-type: none"> <li>a. Feedback from Consultation Exercise (attached- Paper 2)</li> <li>b. Implications and Future Action (presentation)- <b>Andy Hancox</b></li> </ul>	<p>For Discussion and Agreement (50 minutes)</p>

## WEST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP

### NOTES OF BOARD MEETING – 21st JANUARY 2010

#### **Attendees:**

Trish Haines (Chair); Nina Dawes (Vice Chair); Dr Rashmi Shukla (NHS/SHA WM); Mark Rogers (Solihull); Annie Faulder (Herefordshire); Paul Lankester (Stratford-upon-Avon); Bev Messinger (Coventry); Linda Sanders (Dudley); John van de Laarshot (Stoke); Victor Brownlees (Telford & Wrekin); Phil Jones (Audit Commission); Howard Davies (IDeA); Katie Trout (Birmingham); Olwen Dutton (WMLB); Leo Castledine (GOWM); Peter Traves (Chair of Regional Children's Forum); Iain Neville (AWM); Sharon Palmer (RAWM).

WMRIEP - Andy Hancox (Director); David Galliers; Sue Banks; Sonia Thomson (minutes).

#### **Apologies:**

Cllr Ken Meeson (Chair IEWM Member Steering Group); Paul Sheehan (Walsall); Colin Williams (WMLB); Laura Rowley (Shropshire); Chris Bull (Herefordshire); Steve Winterflood (South Staffordshire); Kevin Dicks (Bromsgrove and Redditch); Mike Barnes (RAWM); Glyn Evans (Birmingham); Mark Pearce (AWM); Sally Anne Chidwick (West Midlands Fire Service).

#### **1. AGREEMENT OF NEW CHAIR OF IEWM STRATEGIC BOARD**

Andy Hancox opened the meeting and welcomed everybody to the Regional Partnership Centre. Andy explained that Paul Sheehan had now stepped down as Chair to take on the role of Chair of the Regional Chief Executives Group. This had now created a vacancy. AH was pleased to announce that the Regional Chief Executives Group had recommended that Trish Haines should become the new Chair, given that Worcestershire CC was the Accountable Body for IEWM.

#### **Agreed**

The Board gave their full support for the nomination and welcomed Trish Haines as the new Chair. It was also confirmed that Nina Dawes would remain as Vice Chair.

## **2. WELCOME AND APOLOGIES**

Apologies were noted (as recorded above). Trish welcomed Peter Traves as a new Board member as Chair of the Regional Children's Forum and ADCS.

## **3. MINUTES OF OCTOBER BOARD MEETING/MATTERS ARISING**

The minutes of the meeting held on 29 October were reviewed and accepted as an accurate record, with the exception of one minor point which was to note that Dr Rashmi Shukla represented NHS West Midlands and the SHA West Midlands.

## **4. INTERIM IEWM ANNUAL REPORT**

Andy gave an overview of the interim report which was submitted to CLG in early January 2010, highlighting that the report told a strong story of progress and achievements to date and that we are optimistic about the potential for Year 3 funding. There is a meeting of CLG/RIEP representatives on 26<sup>th</sup> January to discuss Year 3 funding for the RIEPs and we will update the Board of the outcome of these discussions accordingly.

Andy thanked staff and Board members for their contributions and support for the programme to date.

Trish Haines asked how the WMRIEP report compared to those from the other RIEPs. AH reported that IEWM is recognised as one of the better performing RIEPs nationally. Leo Castledine endorsed this view.

Mark Rogers asked what discussions were taking place nationally regarding the Year 3 funding issues. Andy confirmed that other RIEPs were doing similar work to the West Midlands to explore different options and that we would be looking at this later on the agenda.

Howard Davies commented that he had recently been to NWRIEP where similar discussions were underway.

Trish Haines added that any learning that could be picked up from other RIEP reports would be welcomed. Andy mentioned that there was a draft paper being developed highlighting good practice from the nine RIEPs and that he would circulate this to the Board. The paper showed that every region had plenty of good work going on and that the RIEPs were now starting to share information and learning that other regions were pursuing e.g. the London Efficiency Challenge and the West Midlands Asset Management programme.

## 5. CAA OVERVIEW

Phil Jones gave an overview of CAA outcomes in the region, highlighting that no authorities were rated as a 1 (poor) and that some authorities were high performing and rated as 4 (e.g. Staffordshire Moorlands). Phil also highlighted that generally the larger/single tier authorities were performing slightly better on the Organisational Assessment than District Councils.

In terms of improvement themes within the West Midlands, these were similar to those elsewhere and include Worklessness and Health Inequalities/variability in partnership working to tackle particular areas of health need e.g. smoking cessation. There were no red flags in the West Midlands re: worklessness largely due to the potential of the MAA, but this will be a major focus for CAA next year, along with Housing.

Looking ahead, the inspectorates are aiming for a more streamlined process and dialogue is already underway. There is likely to be more regular updates of the Area Assessments locally and Red/Green flags will be reviewed in July although it is recognised that many Red flags relate to longer term outcomes which won't have moved substantially within the next 6 months.

Phil reported that there will be a new CAAL for Coventry, Solihull and Warwickshire, Gary Hamersley, recognising the increasing sub-regional working in those authorities.

Moving forwards, there was now an emerging dialogue and analysis regarding the "pinks" and the "mints" to both ensure that collective resources can be focused upon any 'near misses' and also to focus upon and promote areas of good practice and innovation.

Trish Haines asked about resources to support CAA improvement moving forward. Andy confirmed that there was c£100k available to support UoR/vfM activity in addition to partnership support packages etc. and that we are working with the East Midlands to develop a programme. Trish stressed the need for support to be rolled out quickly given the associated timescales.

Olwen Dutton highlighted that Leaders were keen to strengthen links with the East Midlands and that there is a good opportunity here.

Nina Dawes stressed that the timetable for districts had been brought forward and that this should be taken into account also.

Mark Rogers also stressed the importance of the Relationship Managers role and that they should be involved in any discussions regarding potential support. Mark welcomed the sub-regional focus of the new CAAL and also commented that we need to be aware of 'economies of scale' and look at support opportunities outside of local government e.g. within Health etc.

Linda Sanders commented on the low number of green flags in the region and that in most cases green flags had been awarded for innovative projects as

opposed to recognising good solid progress and improvement in service delivery. There was also a lack of evidence of the process being 'lighter touch'.

Paul Lankester added that different approaches were adopted by District Auditors compared to auditors from the private sector, each of which had managed different parts of the organisational assessment, and had resulted in additional work for District Councils.

## **5. REVIEW OF IEWM PRIORITIES**

Andy gave a presentation regarding the recent consultation on locality reports/the questions raised by Cllr Ken Meeson at the last Board meeting in relation to IEWM priorities for current/future funding. The key findings from the consultation include:

- Generally, Locality Reports and RIEP Programme - positively received
- No major new 'Big Ticket' items identified per se
- Most common key message:
  - Greater focus on radical new approaches to service design on a place basis
  - Partnership/Total Place setting
- Breadth of RIEP Activity
  - Some felt too broad
  - Different views as to most important products
  - Generally, want more emphasis on locality support (though at a range of levels – sub-regional, county, and district) rather than regional products
- Particularly mentioned
  - Public service transformation
  - Districts – two tier working/shared services
  - Asset Management
  - Knowledge Transfer
- View that Funding Approach– too opaque and complex
- Key role – helping authorities respond proactively to funding challenge/build skills and capacity required – Leadership of Place

Andy then went on to set out broadly what the funding options might include, dependent upon whether Year 3 funding was received or not, and suggested that a small group be convened to work up these options in more detail and report back to the Board in late Feb/early March.

The Board were generally in agreement with the analysis and made the following comments in relation to the IEWM programme:

Olwen Dutton talked about the need for a clear link back to the 4 priorities recently agreed at the West Midlands Leaders Board and to identify opportunities to link to other funding/initiatives within the region as a way of

providing a legacy for the region. Olwen also stressed the need to support businesses and the worklessness and skills agenda.

Howard Davies emphasised the importance of looking beyond Year 3 and the need for a sustainability strategy moving forwards.

Trish Haines emphasised that joint working across the public sector will become more significant and we need to identify how we can seek to bring in and align funding from other partners/agencies.

Dr Rashmi Shukla highlighted the need to scope out relationships with health and colleagues in other sectors as part of future RIEP infrastructure development.

Sharon Palmer talked about partnerships and the needs of the third sector which needed to be noted and recognised.

Mark Rogers emphasised that transformation and efficiency should be the major focus moving forward in recognising and supporting the changing shape of the public sector, aligned to a simplified funding regime and the creation of locality/sub-regional funding pots.

Paul Lankester said that RIEP programme needed to be an exemplar for efficiency and highlighted the need for transparency.

Nina Dawes highlighted that there needed to be a reasonable expectation regarding what the RIEP could do to support improvement planning and that resources should not be spread too broadly. The leadership for change must come from the public sector itself.

Iain Neville commented on the need for overall transformation within the Public Sector and the part RIEPs could play within that context.

Bev Messinger asked about what pressures and priorities would not be funded if Year 3 funding was not forthcoming and in particular highlighted the need for support in relation to the Total Place agenda.

In terms of options for Year 3 funding:

Paul Lankester stressed the importance of focussing resources largely on transformation with the exception of those projects which were not committed.

Katie Trout said that each project needed to be looked at on its own merit and judged regarding potential impact.

Peter Traves commented on the need to focus upon the transformation of core services and that we need to be careful to ensure that transformation is not viewed as a separate activity.

Nina Dawes stressed the importance of keeping efficiency at the core and that transformation must be part of that. The 'big bucks' were to be found in the transformation of Waste/Adult Social Care/Children Services.

Linda Sanders highlighted the work of the JIP and opportunities to join up NHS transformation and Adult Services.

John Van de Laarschot highlighted that final year funding should be streamlined and targeted at those areas which are under-performing and most in need of support to help bring all areas up to the same standard.

Mark Rogers highlighted the role of Relationship Managers in identifying stop/go activities in localities. Mark also recognised the transformation of Adults & Childrens Services as being key and agreed that if there are finite resources that these should be targeted and focused at the areas most in need.

Trish summed up the discussion as follows:

- The need for a locality focus (not necessarily a funding allocation)
- A core focus on efficiency and transformation within the Programme
- The identification of opportunities to join up funding/partnership working with other agencies on either a locality or thematic basis
- The need for a clear link back to the political priorities identified by the Leaders Board
- More detailed work to be undertaken on the 2 funding options with a small Executive Group from the Board

### **Agreed**

It was agreed that a small Executive Group, chaired by Trish Haines, would be formed with representatives of the Board to look at the options moving forward. The following representatives were agreed:

Trish Haines; Ken Meeson; Nina Dawes; Mark Rogers; Bev Messinger; Olwen Dutton; Glyn Evans and Andy Hancox.

## **6. WORKING WITH HEALTH**

Dr Rashmi Shukla presented paper 3 and highlighted a number of opportunities for health and local government to join up conversations about improvement needs and focus joint resources accordingly. There were also a number of opportunities to join up resources and initiatives across the sector around capacity building, collaborative leadership development etc.

It was proposed that a small group be established to look at the associated practicalities and to identify how the RIEP can enable and influence this work moving forward.

The Board were supportive of the proposals and made the following comments:

Linda Sanders fully supported the proposal and recognised that there were a number of opportunities to join up including the NHS leadership programme etc.

Howard Davies was also supportive and highlighted that discussions were underway between the IDeA, and Police/Health improvement agencies.

John Van de Laarschot commented that LSPs were in his experience too big and not focused enough upon delivery; he would welcome guidance from this work regarding how LSPs can become more effective around health issues.

Paul Lankester commented on the Total Place agenda and that he was yet to be convinced that it would lead to better joint leadership.

Olwen Dutton commented on the Regional Health and Wellbeing Partnerships and ensuring local government could play a stronger role.

Nina Dawes welcomed the paper and asked if there was a possibility that DoH improvement monies could be joined up with other improvement resources moving forwards.

Dr Rashmi Shukla commented that there were no additional monies from the DoH, however there were a number of opportunities within mainstream funding to support one improvement agenda for the region.

Trish summed up and welcomed the opportunity for local government, health and other agencies to make better use of existing partnerships and funding for collective improvement.

### **Agreed**

It was agreed that a small working group would be established to take this work forward and the following suggestions were given as to possible local government representation: Andy and Rashmi to liaise on next steps and to agree a date for a first meeting.

A LA Chief Executive and possibly District Council CEX; A Director of Public Health; possibly CYP & Adult Services specialists/ reps from the JIP and Children's Forum; a RAWM rep. Specific names/localities suggested included Herefordshire (ref: joint PCT) and Mike Attwood for Cov/Warks/Solihull.

\*Post meeting note: Victor Brownlees has subsequently volunteered to be the lead LA Chief Executive for the group and we have also sought nominations for a District Council Chief Executive from RCEG.

## 7. BUDGET UPDATE AND PROJECTS FOR DECISION

Sue Banks presented paper 4 and gave an overview of the overall CSR07 programme and associated budgets:

- All budgets have now been reprofiled in accordance with the recommendations from the last Board to provide contingency in relation to the current uncertainty around Year 3 funding;
- The required 20% of Year 2 funding (c£1.4m) has now been successfully identified as relevant capital expenditure, providing these commitments are honoured within the programme.

4 specific approvals were sought in relation to the following projects:

- Partnership & LAA Year 2 funding packages
- Phase 2 of the Worcestershire WETT programme
- Transformation funding for Telford & Wrekin
- Local & Regional Intelligence (LARI) Programme

Support 'in principle' was also sought for the proposed development of a national on-line local government pay database. The project is seeking c£200k national E&T funding and a proposal will be taken to a future meeting of RIEP directors (IEAN) for consideration.

The findings of the recent audit carried out by Worcestershire County Council were also highlighted and an action plan is being developed to respond to the recommendations. SB said a copy of the full report/action plan would be made available to the Board members upon request and the Chair/Vice chair will be kept informed of progress.

The recommendations from the report (7.1 to 7.6) were supported although it was noted that there were a number of questions raised in relation to the proposed development of a national on-line local government pay database. Given that only 'in principal' support was sought at this stage, Trish Haines asked the Board to send their specific thoughts on Annex E of paper 4 to Andy Hancox.

### **Agreed**

The following projects were approved:

- 7 of the 14 Partnership and LAA locality allocations - £591,000; with delegated approval to the IEWM Director for the remaining 7 Locality & Partnership allocations
- Phase 2 of the Worcestershire WETT Programme - £240,000
- Telford & Wrekin Transformation Programme - £175,000
- The LARI Programme - £400k Phase 1 E&T capital funding

'In principle' support was given for the proposals for the development of a national on-line local government pay database although a number of questions were raised in relation to this.

The findings of the recent audit report were noted.

## **8. UPDATES AND COMMUNICATIONS**

Trish gave an update on the recent Shire Leaders meeting at which there was positive discussion regarding the IEWM programme and opportunities for LAs. Trish expects that Shire Leaders will be following this up within their authorities shortly.

Andy Hancox highlighted recent talks with City Region reps and future collaboration in relation to procurement activity.

## **9. A.O.B.**

None discussed.

## **10. DATES OF FUTURE MEETINGS**

April	29 <sup>th</sup> April 2010
July	22 July 2010
October	28 <sup>th</sup> October 2010

<p><b>7. Working With Health</b></p> <ul style="list-style-type: none"> <li>To consider ways of improving collaborative working between health and local government (attached – Paper 3)</li> </ul> <p><b>Rashmi Shukla</b></p>	<p>For Discussion and Agreement (20 minutes)</p>
<p><b>8. Budget Update and Projects For Decision</b></p> <ul style="list-style-type: none"> <li>Budget Update and Projects for Sign Off including <ul style="list-style-type: none"> <li>- Worcestershire WETT Project</li> <li>- LAA Support Grants</li> <li>- Telford &amp; Wrekin Transformation Funding (to follow)</li> </ul> </li> <li>Support in principle for Development of Online National Pay Database</li> </ul>	<p>For Decision (20 minutes)</p>
<p><b>9. Updates and Communications</b></p> <ul style="list-style-type: none"> <li>Shire Leaders – efficiency work programme (oral)</li> <li>City Region – joint procurement activity (oral)</li> </ul>	
<p><b>9. Dates of Future Meeting</b></p> <ul style="list-style-type: none"> <li>- April to be revised</li> <li>- 22<sup>nd</sup> July 2010 half day 9.00- 2.00 Venue tba</li> <li>- October to be revised</li> </ul>	