

## IMPROVEMENT AND EFFICIENCY WEST MIDLANDS (IEWM)

### NOTES OF BOARD MEETING – 21<sup>st</sup> February 2012 Austin Court, Birmingham

**Attendees:** Nina Dawes (Vice Chair); Kim Ryley (Shropshire); Steve Winterflood (South Staffs); Mark Rogers (Solihull); Nigel Kletz (B'ham); Howard Davis (LGA); Andrew Burns (Staffordshire); Andrea Pope-Smith (Dudley)

IEWM: Sue Banks, Matt Bowsher; Keith Gordon; Ged Bowles; Karen Marcroft; Tony Ashfield; Jonathan Jones; Sonia Thomson (minutes).

**Apologies:** Trish Haines (Chair); Cllr Paul Middlebrough (Lead Member); John van de Laarschot (Stoke); Kevin Dicks (Bromsgrove & Redditch); John Polychronakis (Dudley); Richard Partington (Telford & Wrekin); Martin Reeves (Coventry); Colin Williams (WMC); Barbara Peacock (Sandwell); Gail Quinton (Worcestershire).

#### 1. Welcome & Apologies

In the absence of Trish Haines (Chair), Kim Riley (Shropshire) welcomed everyone to the meeting. Apologies were noted as above.

#### 2. Minutes of October 2011 Board and Matters Arising (Paper 1)

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

#### 3. More Commissioning? Will the Third Sector lose out on local authority spending?

John McRobie and John Batchelor, IEWM Associates, hosted a discussion with the Board in relation to Commissioning and the Third Sector.

John McRobie highlighted the increasing focus on commissioning from the third sector both in national policy terms and at the local level. John also highlighted a number of issues and challenges for local authorities to consider when commissioning services from the third sector.

Board members shared a number of experiences and potential opportunities in relation to the development of commissioning strategies.

The links to procurement activities were explored as were issues in relation to potentially favouring one part of the market over another.

The discussion also highlighted the increasing link between commissioning activities and demand management.

John McRobie and John Batchelor closed the presentation and thanked everyone for their contribution.

Kim Riley (Chair) summarised by saying that this issue was a rapidly moving landscape which all authorities are working their way through; it was therefore important for the Board to come back to this topic periodically in future.

#### **4. Supporting Transformational Change (Paper 2)**

Ged Bowles (IEWM) gave an overview of Paper 2, including general progress of the Transformation Programme, reflections on All Change! 2011 and the associated action plan.

Kim asked for comments from the Board, particularly in relation to reflections from the event and the proposed Action Plan i.e. an increased emphasis on Commissioning, Social Media & Social Value and Leadership Development & Support within the IEWM Programme.

Nina Dawes (Lichfield) felt that the event was very good and very well received. It had a good business-like atmosphere and the proposed actions were right and appropriate. There was a vibrancy about the day which left delegates with a feeling of 'wanting to know more'.

Steve Winterflood (S Staffs) agreed that it was very good event and had generated a real buzz.

Kim Ryley (Shropshire) said it was good to have quality input alongside space for reflective thinking and the format worked well.

Mark Rogers (Solihull) agreed the format worked well and that the general approach was great.

Howard Davis (LGA) added that the main strength of the day was how it looked forward rather than at the 'here and now'.

Nina Dawes (Lichfield) added that she would be keen to see more Leadership Development & Support in place for District Councils. This is an area that Districts are not easily able to invest in so any support is welcome.

Karen Marcroft (IEWM) highlighted the need to link to Leadership support within the Children's programme.

Steve Winterflood (S Staffs) was supportive of the proposed link up with FutureGov as they have excellent insight.

Nina Dawes (Lichfield) agreed by saying Lichfield had successfully worked with Future Gov in the past.

Kim Ryley (Shropshire) thanked everyone for their very positive comments.

## **Agreed**

All recommendations from Paper 2 were agreed as follows:

- that the success of and corresponding outputs from the All Change event were noted;
- that the suggested proposals and themes for continued development; in particular the Leadership development and support arrangements were approved;
- that the general good progress on the Transformation programme to date was noted.

## **5. Sector Led Improvement (Paper 3)**

Sue introduced paper 3 and invited sector leads to provide a brief verbal update on their relevant programmes and progress to date.

Mark Rogers highlighted progress in relation to Children's Services in the West Midlands including engagement and involvement with peer challenges. Mark stressed that the model was dependent upon DCS' giving a 5 day per year commitment to support the sector-led model.

Mark highlighted the need to ensure everyone, including CEX and Members, are fully engaged to ensure the model is successful.

Mark also highlighted work both nationally and regionally on developing data profiles to support sector-led activities.

Mark also confirmed that DfE has recently announced that a further £8.5m will be made available to for improvement activities in 2012/13; this is in addition to the c£166k already received in the West Midlands.

Finally, Mark reported that a new Director of the Children's Improvement Board has been appointed and that an announcement should be made soon.

Matt Bowsher then went on to highlight progress within Adult Social Care.

The theme of Personalisation has been prioritised for self-assessments and 'challenge' from community groups is encouraged as part of the approach being adopted.

Andrea Pope-Smith (Dudley) went on to highlight how ADASS had led this work with very limited resources. Andrea also highlighted potential issues for lead sector roles (e.g. ADASS chair) in terms of supporting authorities that are experiencing difficulties.

Karen Marcroft (IEWM) highlighted the 'cultural change' that is happening in terms of authorities being more open and transparent with their peers and identifying areas where they require support.

Howard Davis (LGA) then went on to highlight the LGA offer nationally and engagement within the West Midlands. In addition to Peer Reviews, focus has been placed on authorities who face/have experienced a change of control for example.

Kim Ryley (Shropshire) highlighted how we need to ensure that the 3 areas (Adults, Children and Corporate) need to fit together and do not operate separately; there needs to be a corporate focus in all areas not just within the LGA Peer Reviews.

Mark Rogers (Solihull) agreed that there is potentially a conflict in this area, compounded by an ongoing duality in measures of success. One example being Ofsted.

Howard Davies (LGA) cited the West Midlands as being ahead of the game within the Adults and Children's improvement agenda and commended the support arrangements that were in place via IEWM.

Sue Banks (IEWM) highlighted the Improvement event at the CEX Task Force meeting on 3<sup>rd</sup> April which will provide a further opportunity to reflect on progress and consider next steps, including opportunities to strengthen engagement with members etc.

## **6. IEWM Progress Report & Financial Update (Paper 4)**

Sue Banks introduced Paper 4 and the accompanying slide presentation set out the financial overview and associated programme updates.

Sue confirmed that the IEWM programme continues to perform strongly and there is considerable activity underway across all themes. Sue also confirmed IEWM is on target to support £200m savings by April 2013.

Sue highlighted that IEWM has been developing its approaches to income generation since May 2011. During that time it has become evident that the 10% rebate approach is proving to be a challenge as some local authorities are not comfortable with it. IEWM recognise that this could

prohibit take-up in the longer term and is therefore proposing to review our approach. A much more transparent 'cost recovery' model seems to be a more pragmatic approach and would be more in line with IEWM's guiding principles.

Sue confirmed the intention to hold a 'single issue' meeting with the Board in June to take stock of the legacy programme and consider next steps etc.

Sue went on to give a brief update on the following programmes:-

### **District Council Network (Annex B)**

Programme is progressing well with clear themes and CEX leads identified, a clear approach to learning and sharing information is also being adopted.

### **Procurement (Annex C)**

Funding has now been allocated within the programme following discussion with the Board last October and under the guidance of the Strategic Procurement Board.

### **Adult Social Care (Annex D)**

There is a strong emphasis on commissioning and efficiency and the JIP has been focussed on the changing landscape of the NHS/public health.

### **Low Carbon Programme (Annex E)**

The programme is due to come to an end in March 2012 but legacy arrangements are being explored due to the value placed on the programme by the sector.

### **Internal Audit (Annex F)**

IEWM was given 'Significant Assurance' from the latest internal audit, which recognised good progress since the last audit. The majority of issues highlighted in the action plan will be resolved when IEWM moves to Worcestershire's SAP and People On-Line system.

### **Agreed**

All recommendations from Paper 4 were agreed as follows:-

- That the overall financial position is noted and approved:
- That progress with income generating activities is noted; and in particular the intention to review IEWM's approach to commercial income generation (**Annex A**);

- That the progress with the New District Council Network is noted **(Annex B)**;
- That the proposed allocation of resources within the Procurement programme is noted **(Annex C)**;
- That the overview of the Adult Social Care programme is noted **(Annex D)**;
- That the summary of the Climate Change programme and ongoing work to secure a legacy is noted **(Annex E)**;
- That the key findings from the latest Audit 2010/11 are noted **(Annex F)**;
- That the latest progress report on 'Slow Moving' projects is noted **(Annex G)**;
- That the latest version of the Programme Delivery Plan is noted **(Paper 4a)**

## **7. Verbal Updates**

It was agreed due to time constraints that written updates will be circulated to the Board on the Waste Alliance; West Midlands Property Alliance and Highways Alliance programmes.

## **8. Communications & Events**

Sue tabled an overview of future IEWM events from March to June 2012.

## **9. Any Other Business**

None discussed.

## **10. Dates of Future Meetings**

- 21<sup>st</sup> June 2012 – 2pm to 4pm
- 15th October 2012 – 2pm to 4pm