

## WEST MIDLANDS REGIONAL IMPROVEMENT AND EFFICIENCY PARTNERSHIP

### NOTES OF BOARD MEETING – 29 APRIL 2010 Held at Austin Court, Birmingham

#### **Attendees:**

Trish Haines (Chair); Nina Dawes (Vice Chair); Rob Whiteman (IDeA); Victor Brownless (Telford & Wrekin); John van de Laarschot (Stoke); Laura Rowley (Shropshire); Steve Winterflood (South Staffs); Bev Messinger (Coventry); Phil Jones (Audit Commission); Olwen Dutton (WMLB); Vij Randeniya (WMFS); Allison Fraser (Sandwell); Howard Davies (IDeA); Tony Geeson (Herefordshire); Katie Trout (Birmingham); David Buckland (Bromsgrove & Redditch); Julie Haycock (GOWM); Marie Greer (AWM).

IEWM - Andy Hancox (Director); Keith Gordon; Matt Bowsher; Tony Ashfield; Sonia Thomson (minutes).

#### **Apologies:**

Cllr Ken Meeson (Lead Member, Solihull); Mark Rogers (Solihull); Peter Traves (Chair of Regional Children's Forum); Shane Bryans (GOWM); Chris Bull (Herefordshire); Linda Sanders (Dudley); Kevin Dicks (Bromsgrove & Redditch); Mike Barnes (RAWM); Paul Lankester (Stratford-upon-Avon); Glyn Evans (Birmingham); Mark Pearce (AWM); Dr Rashmi Shukla (NHS/SHAWM); Sue Banks (IEWM); David Galliers (IEWM).

#### **1. WELCOME AND APOLOGIES**

Apologies were noted (as recorded above). Trish Haines (Chair) welcomed everyone to the meeting and started with item 2 on the agenda by introducing Rob Whiteman who is the current Chief Executive of Barking & Dagenham and due to take up his new role as Managing Director of the IDeA in two weeks.

#### **2. LOCAL GOVERNMENT IMPROVEMENT – ROB WHITEMAN**

Rob Whiteman gave an overview of the IDeA's approach and priorities regarding the future of Local Government Improvement in the context of the 'Freedom to lead, trust to deliver' paper.

Rob said that it was a very interesting time for the public sector and there was a strong sense that the public sector would be working in a very different way over the next ten years. Rob stressed that local government was going to see the biggest contraction of spending in such a small space of time since the war. Everyone was going to have to do more with less money and the focus still needed to be around value for money and achieving better outcomes.

The key priority now for the IDeA is to understand the key priorities for the sector and to act as a catalyst for change to enhance/develop future improvement and performance through shared knowledge and learning. Moving forward there would be a greater need for driving change through a new model of public service delivery, devolution and regulation.

Trish Haines said that Rob had presented a very clear view on what councils needed to do in the future.

Olwen Dutton (WMLB) said that the whole change model was an interesting one and stressed the relationship with local businesses and the reputation of local government was key. Rob agreed that a critical role for local government would be around economic development with IDeA acting as a catalyst for change.

Laura Rowley (Shropshire) said that developing improved public services around the 'client' was also key and that public bodies would have to give up some of their priorities to achieve this, which would be difficult and challenging. There was also a need to develop a realistic and affordable inspection process.

Allison Frazer (Sandwell) said that the young people and employment initiatives had been made very complicated and perhaps there should be more discussions with Central Government on this. Secondly, influencing debates on the integration of health and using parallel processes was needed. Thirdly there needed to be a sector led debate on the fundamental role of councils as their roles start to change alongside an understanding of what this would mean in terms of future interventions and inspection etc.

Bev Messinger (Coventry) talked about importance of people and leadership issues in relation to new models of service delivery.

Steve Winterflood (S. Staffs) said local government had improved and that further work with other public sector departments at a local level would be a move in the right direction.

Vij Randeniya (WMFS) talked about the importance of helping people to understand 'change' and managing expectations post the Election.

Trish Haines asked about the future relationship of the RIEPs and IDeA and how that would work. Andy Hancox said that he and Howard Davies had worked very well together however, the RIEP and other improvement architecture was perceived as complicated as so much of the work/national knowledge was linked to a plethora of organisations.

Rob said that the relationship between the IDeA and the RIEPs was viewed as a vital one and this needs to be considered within the forthcoming review of the sector's improvement architecture.

Rob closed by referring everyone to the IDeA website where a discussion paper/questionnaire on the IDeA's priorities could be found and any responses would be gratefully received.

### **3. MINUTES OF JANUARY MEETING / MATTERS ARISING**

The minutes of the meeting held on 21<sup>st</sup> January were reviewed and approved as an accurate record.

### **4. YEAR 3 APPROACH**

Andy Hancox presented an overview of Paper 2 which set out the proposed model for Year 3 funding and also took stock of the positive achievements and learning to date. Support/endorsement was sought from the Board on a number of key points raised in Paper 2 regarding the planned approach to the Year 3 programme and funding:

- Overall Year 3 programme budget endorsed
- Proposed actions re: Minister's letter were noted
- The Joyce Redfearn proposal was endorsed (a £325k commitment for the West Midlands)
- The overall financial position was noted
- The overarching focus for Year 3 was endorsed and the core programme/offer agreed
- Locality Investment Fund agreed
- Relationship Management model endorsed
- Support to Districts agreed

Andy Hancox highlighted that CLG were very supportive of the RIEPs' progress to date and that they specifically wanted to see a more rapid national roll out of best practice initiatives through collaborative working.

In relation to this Andy Hancox referred to the letter received from Joyce Redfearn (Chief Executive of Wigan and Chair of the RIEPs' Chief Executive Task Force) in Appendix 1 which suggested that all RIEPs 'topslice' 5% of their Year 3 revenue to support this work (c£325K for the West Midlands).

Andy Hancox went on to give a short summary of the overarching focus for Year 3 and the proposed Year 3 model. It was highlighted that the momentum of Years 1&2 needed to be maintained, whilst being able to respond quickly to new issues. This would be done by accelerating existing successful projects and focusing on areas which had previously shown the most impact.

### **Locality Investment Fund**

Andy Hancox explained the new Locality Investment Fund highlighted in Paper 2 and also referred to the related criteria in Appendix 3. In short, the principle was to have one fund rather than a number of bespoke funding allocations and any funding would be subject to strong proposals from localities with an emphasis on delivering strong efficiency outcomes.

Andy Hancox confirmed that the total available resource for the fund was a potential c£5.0M of which £2.4M was revenue (48%) and the remainder was capital (52%). The £325K revenue for roll out of national initiatives as proposed by Joyce Redfearn had also been taken into account.

Andy Hancox went on to discuss the Relationship Management model and commented that whilst not uniformly working well, there were areas where it had been very successful. Generally speaking the feedback from the region was that the model was appreciated and seen as vitally important.

### **District Council Support**

Andy Hancox asked the Board to consider the proposed District Alliance model and invited further views and ideas.

Katie Trout asked if the RM's could help play a role to join up dialogue within councils and across localities for example to share best practice.

Andy Hancox recognised that this was a key issue and that therefore under the new RM model the Relationship Managers and locality advisers would work more closely together in future.

Trish Haines emphasised that the RIEP cannot afford to keep reinventing the wheel and therefore a 'tough love' approach was needed to help councils through the RM dialogue when picking out key priorities. However, there was still the question of how RIEP should tackle this without creating barriers. Andy stressed it was essential to ensure Chief Executives were involved in dialogue around priorities for support.

Olwen Dutton said IEWM needed to ensure that when early discussions took place those ideas/priorities are quickly shared from the outset.

Trish Haines reiterated that IEWM should make the best use of the new funding and ensure it is used wisely.

Nina Dawes (Lichfield) added that thought should be given to how the Investment Fund model is promoted and the type of language to be used. A District Alliance would be key in allowing Districts to focus in a different way within their own contexts as well as enabling them to join together with other councils to share best practice and new ways of working.

Bev Messinger (Coventry) asked about member involvement and Andy Hancox confirmed that IEWM had both elected members and Board members exchanging ideas and discussing issues.

Finally, Andy Hancox talked about IEWM staffing and the risks of losing key staff in the future and the need to respond flexibly and quickly to this where possible.

Andy Hancox also highlighted that the core programme would largely continue until September 2011 to ensure continuity and flexibility in responding to the outcomes of CSR10 and to any policy changes as a result of the election.

### **Agreed**

The Board were supportive of the proposals and all recommendations were agreed.

## **5. BUDGET UPDATE AND PROJECTS FOR APPROVAL**

Andy Hancox presented Paper 3 which gave a financial overview of the overall CSR07 programme and associated budgets. The paper also set out a detailed summary of income and expenditure for years 1&2 and the proposed budget for Year 3.

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

<b>Phase II of the eAuction programme</b>	<b>£180K</b>
<b>Phase I E&amp;T funding for Coventry</b>	<b>£200K</b>
<b>Phase I E&amp;T funding for Solihull</b>	<b>£100K</b>

Andy Hancox also referred to the Delivery Plan (Paper 3a) which gave a breakdown of individual programmes for each workstream. For the core programme it also showed the anticipated ROI for each workstream over 3 to 5 years; a target total of £175M cashable savings (£100M by September 2011) which equated to approximately £7 per £1 invested.

## **Programme/Project Updates**

Andy Hancox also highlighted 2 specific programmes within Paper 3:

- The Local Regional and Intelligence (LARI) Programme
- The Adult Social Care Programme

### Local and Regional Intelligence (LARI) Programme

Andy highlighted this regional programme as was part of IEWM's Total Place offer. Andy said it was a very interesting initiative and work was now well underway at a strategic level. Andy referred to Annex D in the paper which presented some early findings and the substantial opportunities to improve the co-ordination of data collection and analysis in the region.

### The Adult Social Care Programme

Matt Bowsher gave a brief update on the Adult Social Care Programme. A meeting of the Directors of Adult Social Care in the West Midlands was held on 12th March to agree its priorities for 2010/11. These were centred on:-

- Increased usage of telecare and assistive technology to delivery efficiency (20% of available budget)
- Developing effective re-ablement services with more interventions (20% of available budget)
- Supporting Personalisation – implementing personal budgets and developing new markets (30% of available budget)
- Sustaining collaborative commissioning and procurement opportunities e.g. Care Funding Calculator Project (20% of available budget)

Matt referred to Paper 3 (Annex C) and Paper 3a which set out the proposed allocation of resources in more detail.

## **Discussion**

Steve Winterflood (S. Staffs) emphasised the Locality Investment Fund should be closely managed given its current definition/mix of capital and revenue spend.

Howard Davis (IDeA) talked about how to best manage the eAuction funding and asked if there was some merit in using a 'payback' model. Keith Gordon replied that most Council's were not prepared to take the risk and this may affect take-up. IEWM's approach was an agreement to fund the first 3 auctions in a locality and then to adopt a 'business as usual' approach.

Laura Rowley agreed that this approach had already achieved significant savings for the Shropshire region.

Nina Dawes emphasised that councils needed to provide a proper business case so that IEWM could continue their support.

Trish Haines concluded that Keith's experience suggested the model worked so long as the funding was offered upfront but asked the Board if they wished to consider a new eAuction funding model.

Steve Winterflood said he thought that a new model was worth considering.

John van de Laarschot (Stoke) suggested a 'pay back' deal could be considered. However, commission rates should be low i.e. at 1 or 2% to make it beneficial.

Andy Hancox said that whilst he would look at using another model, he would not want to jeopardise the big savings being driven at the moment.

Finally, Olwen Dutton said that some thought needed to be given to potential legacy issues around this.

### **Agreed**

The Board noted the overall financial position for Year 3 and agreed the overall allocation for Year 3 funding.

Projects approved:

- £180K for Phase II of the eAuction Programme
- £200K for Phase I E&T funding for Coventry
- £100K for Phase I E&T funding for Solihull

The Board also endorsed the LARI programme and agreed the projects funded to date (Birmingham and Worcestershire).

The Board endorsed the progress and priorities for the JIP programme.

## **6. CLIMATE CHANGE**

In the absence of David Galliers, Andy Hancox opened the discussion and tabled a Q/A briefing note in relation to Paper 4 on the Climate Change Skills Fund. Andy highlighted the overall purpose of the fund and confirmed £950K had been allocated to provide one year's support for the programme during 2010/11.

Andy added that Paper 4 showed the emerging shape/framework of the Climate Change programme and that there was now a need to develop a more detailed programme. It was also highlighted that IEWM

do not have the skills or the capacity to run the programme itself and was therefore seeking opportunities to work collaboratively with Sustainability West Midlands and other regional providers with specialist expertise/knowledge.

In terms of Governance, Andy proposed a small steering group be established involving key regional agencies and LA representatives and that a Chief Executive would be invited to chair the meeting in a “championing role” to help move things forward. A senior Elected Member would also be invited to join the steering group to provide political support.

Andy asked if anyone wanted to volunteer to let him know and he would also approach John Polychronakis, Chief Executive at Dudley MBC. Andy also added that the West Midlands Climate Change Panel would have oversight of the programme.

To this end Andy sought direction/agreement from the Board regarding the programme’s development and spending proposals and on the next steps in managing governance and accountability.

Olwen Dutton welcomed the proposal and confirmed that she was already a member on the West Midlands Climate Change Panel. She strongly believed the panel were moving in the right direction and had already established a Regional Group with Sustainability West Midlands. Olwen emphasised that IEWM needed to ensure that it did not duplicate the work already being carried out in the region nor should it try to ‘reinvent the wheel’.

Trish Haines agreed that IEWM should try to capitalise on and strengthen existing links through the work already being done especially as the funding was not a vast amount. There was also a need to be flexible and creative in the approach.

Tony Geeson (Herefordshire) pointed out the importance of engaging with the public and taking them on the journey with us in order to keep them regularly informed.

Nina Dawes echoed Tony’s comments and added that community engagement was key especially on issues concerning the planning process and the renewables debate and to ensure community groups are set up in each of the localities.

Laura Rowley asked the Board to consider the merit in using funding to create economic development around sustainable industries and helping to create new jobs in the region.

Vij Randeniya talked about the carbon reduction challenges faced by the Fire Service every day e.g. burning buildings, establishing stronger dialogue/links with housing and planning departments in tackling the

issues of climate change.

### **Agreed**

The proposals as set out were agreed and Andy Hancox confirmed that a full report would be brought to the next Board Meeting in July.

## **7. UPDATES**

### **Asset Management/Regional Alliance**

Keith Gordon (IEWM Assistant Director for Procurement & Efficiency) gave a brief update of current activity in the region regarding 2 key areas: Asset Management and Regional Alliances. Keith highlighted the work being done in the region and highlighted the efficiency savings to date and the priorities moving forward.

Bev Messinger (Coventry) asked why there was not a Procurement Alliance in the region. Keith reported that this had proved difficult and therefore progress was being achieved through other means.

Trish Haines acknowledged that good solid progress was being made and suggested that procurement was an emerging career path and tended to be a specialist area hence the lack of skills within the region.

### **Working with Health Group**

Andy Hancox gave a brief update on the Health Group. There had been a recent meeting with Dr Rashmi Shukla to talk about joining up improvement resources and capacity. Three to four projects were currently being scoped up and there would be at least two more meetings to see what further opportunities there might be.

## **8. COMMUNICATIONS**

Andy Hancox provided a handout on IEWM's upcoming events scheduled from May to July 2010. Andy said that it illustrated the wide range and type of activities/delivery outcomes for the region over the next few months.

## **9. DATES OF FUTURE MEETINGS**

- **22<sup>nd</sup> July 2010 – half day – 9am to 2pm – Venue tbc**
- **28<sup>th</sup> October 2010 – 2pm to 4pm at the RPC**