1. PURPOSE OF REPORT

1.1 To set the context of the public service reform work being progressed across Greater Manchester (GM) and within the borough and to seek partner involvement and engagement in the development of a programme of activity and new service models to transform service delivery in the borough.

2. RECOMMENDATIONS

2.1 That Members support the Public Service Reform agenda developing within and across the Borough

2.2 Actively commit to shape and develop and drive the implementation of the theme(s) that are relevant to the partnership in terms of its role and remit.

2.3 Start to discuss and engage their own workforce in the reform agenda and where appropriate feed into strategy, policy setting and financial planning cycles.

3. BACKGROUND SUMMARY

3.1 The Greater Manchester Perspective

3.1.1 The GM Public Service Reform Programme has been developed over the last 18 months and is based on achieving from government and amongst other things greater devolution and self-determination for the sub region including an ambitious single place based financial settlement for GM. In return councils across GM will develop radical new ways of working and delivering services which it is anticipated will result in a reduction of £21b over the next 5 years.
3.1.2 The Community Budget Pilot phase has been positioned as one aspect of an overall programme of Public Sector Reform for Greater Manchester involving local partners. GM submitted its business case to government in October last year setting out an ambitious programme of Public Sector Reform focussing initially on the areas of Health and Social Care, Early Years, Troubled Families and Transforming Justice with work and skills being a significant driver to changing people’s lives and improving the GM Economy. Although nothing formal from Government has been communicated about the pilot the current interest and level of engagement from government is currently set at GMs best expectations and there is an on-going two way conversation around the proposals in the pilot and in relation to the themes generally.

3.1.3 Part of the approach involves “Earn back” arrangements which are currently being discussed with Government, whereby partners can share in the proceeds of success from local investment in measures to reduce dependency, and create a system of incentives for partners to invest across organisational boundaries and in reforms that over time will generate a return.

3.1.4 The diagram below shows the concept and the stages in managing and reducing demand.

3.1.5 GM officers are currently in discussion with the Treasury, attempting to influence budget policy and strategy and hopefully see support in the next budget settlement for reform within GM, based on the case studies and early results from the Community Budget Pilot.

3.1.6 GM is now concentrating on four priorities specifically:
   - Negotiating with Government how to accelerate public service reform through a ‘place-based settlement’
   - Developing Local Implementation Plans (LIP) with Local authorities
   - Moving from business cases to more granular investment propositions
   - Progressing the enablers of public service reform.

3.2 The Local Perspective.
3.2.1 Rolling out the approach

Considerable effort has been put into the work with Government and on a GM Footprint. The emphasis of the work is now developing and authorities are being asked to raise their game and start to deliver in earnest and at a pace significant transformation of services to deliver the aspirations and statements of intent contained within the business cases developed by GM.

The scale and pace is unprecedented. Transforming service is not new to us and work to change the way we do business has been happening within the borough driven by the need to spend less, meet greater customer expectation and at the same time increase independence. We have done this through our efficiency programmes and as a response to a number of external inspections. We need now to grasp what is being talked of as a once in a lifetime opportunity to test out new service models, to reshape and re-engineer services on a more industrial scale where appropriate and to do this against a back drop of invigorating our economy to provide jobs and skills.

The strategic lead for our PSR Programme is the Deputy Chief Executive, Linda Fisher. Lea Fothergill is the project lead.

3.2.2 Governance - has been agreed with the Council’s Public Sector Reform Board (see Appendix A) providing the partnership arena for the development of the overall borough wide offer. Other partnerships and groups will shape and ensure delivery of the main themes and partners will feed any issues requiring formal decision making through their organisational structures where appropriate.

Leads for each theme are detailed below:

<table>
<thead>
<tr>
<th>Work-Stream</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stronger Families</td>
<td>Sandra Bowness/Amanda Jackson</td>
</tr>
<tr>
<td>Early Years</td>
<td>Sandra Bowness/Laura Beasley</td>
</tr>
<tr>
<td>Health and Social Care</td>
<td>Sheila Downey/Lesley Mort</td>
</tr>
<tr>
<td>Transforming Justice IAC</td>
<td>Mohammed Yunus/Jeanette Staley</td>
</tr>
<tr>
<td>Works &amp; Skills</td>
<td>Helen Chicot/Susan Ayres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cross Cutting Enablers</th>
<th>Lead Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment models/CBA/financial modelling</td>
<td>Julie Murphy</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Janet Ainscow</td>
</tr>
<tr>
<td>Assets</td>
<td>Helen Smith</td>
</tr>
<tr>
<td>Data Management, evidence and systems</td>
<td>Julian Massel</td>
</tr>
</tbody>
</table>

3.2.3 Developing our approach - The council and its partners have submitted to GM a high level position statement detailing progress across the themes, a high level action plan which is going through a peer review and which will be developed further into the boroughs Localised Implementation Plan (LIP). The high level action plan is attached as appendix B this is being significantly developed into what will become the LIP by Mid-June. The plan must be submitted to GM by the 21st June.
Transforming services is not new to us and this partnership in particular has been at the forefront of significant change. PRS is not about business as usual but need to increasingly become business as normal and is about creatively and innovatively delivering differently and the whole sale scaling up of what works. It provides the timelines, the activity and the partner commitments to our plans for service reform. It also contains implementation plans for a number of enabling themes which are vital to the success of the approach - Work Force and Organisational Development, IT and Data Systems, Decommissioning and Commissioning, Performance Management and Evaluation.

The LIP commits partners to a programme of delivery and will be managed through our developing Local Performance Framework. The Plan will not be submitted to a meeting of the partnership prior to submission. Timescales and meeting dates don’t facilitate this. To enable a submission to be supported by all partners the PSRB will approve the final version and it will be signed off by the Council Chief Executive and Council Leader.

The individual themes of the LIP will be formally signed off following the protocol agreed below:

- Executive and Service Directors
- Portfolio holder
- Appropriate chair of Partnership
- Appropriate senior officers in partner organisations.

The document will be borough back to members to approve retrospectively at the first opportunity.

3.2.4 Investable Propositions - A number of small investable propositions (New Service Models) to test out new ways of working in some discreet areas are being developed. These are being fast tracked to help support the budget negotiations with government and to provide evidence that the overall approach is doable.

These propositions are detailed in more detail elsewhere on your agenda and focus on

- Community Champions
- Learning from home
- Worklessness and skills phase 1 : Employment Support Allowance

3.2.5 Streamlined Performance - As part of our approach we will need to look at how we can work much more effectively and streamline bureaucracy around a number of areas which includes performance management, commissioning, evaluation and cost benefit analysis.

We already integrate some elements of our commissioning across partners but we need to take this to a new level where it adds value and makes sense to do so.

3.2.6 Strategic Alignment - To make the approach work we need ensure full council and partner strategy and alignment embedding the LIP and programes of associated activity.

3.2.7 Financial consequences - Of the changes will need to be considered alongside each partners own financial planning and budgeting system. There is a GM expectation that the council and partners need to start to factor into their budgets from next year onwards the financial assumptions drawn from the financial modeling and the investment. However it is unlikely that many authorities will be in a position to include the outcomes of PSR in next years budget or medium term strategies, due to
the benefits being longer term and the need for the pilot work to substantiate the data in the models which is not yet complete.

3.2.8 Connected and exerting influence - The council leader sits on the Informal Leaders Group. The Chief Executive sits on the GM Wider leadership team and the PRS- E Leadership Group; with the boroughs strategic lead Linda Fisher sitting on the PSRE. The Chief Executive is the lead CE for the troubled families theme.

We have council and partner representatives on the majority of the current & emerging themes and cross cutting groups and where there are gaps we are currently working to fill those.

3.2.9 Communication and roll out of the PRS Programme - A communication action plan developed on the basis of big impact low resource input has been produced. Some key activities include:

- Profile raising event held on 9th May supported by GM for 150 staff, members and partners.
- Group leader and group information sessions - during April/ May
- Global messages and Intranet page for all staff - May onwards
- Information pack for partners to ensure consistent messages - May onwards
- Press and media campaign. May onwards
- Reports to Cabinet, Political Groups, Partnerships and PRSB and Trade Unions. April onwards
- PRS slot in the members training programme
- Pack for partners re consistent messages

3.2.10 Trade Union Engagement - The GM Core team have been approached by the Trade Unions to support an event to which a wide range of trade unions and some staff side representatives will be invited. The date has yet to be determined and details firmed up. Invitations will be sent out by trade unions to the districts. A senior officer from the HR Service has been nominated to be the main contact for involvement in the event. An officer from the councils HR team has been put forward as the main contact for involvement.

Alternatives considered

N/A

Consultation proposed/undertaken

Consultation has taken place with the heads of the major service providers in the borough. With a range of staff at a recent launch event, through the Councils Executive Leadership Team and a range of partnerships.

4. FINANCIAL IMPLICATIONS

4.1 Financial advice and involvement in reshaping and re-engineering services is critical. The PSR approach involves new concepts and approaches to the financing of future services. Finance officers are connected at GM level and need to be locally. They need to be involved in any proposal at the outset to provide advice support guidance etc, and to ensure that the financial implications of the approach are reflected in the corporate budget process. The
principle of “involved at the outset” must be ensured and the full financial implications clearly articulated.

5. LEGAL IMPLICATIONS

5.1 Significant legal Implications will arise as a result of the public service reform programme. Demand will vary dependent on the size and complexity of new service models suggested. Any financial investment agreement behind a new model will need to be legally endorsed as will any contracts and commissioning approach. This is particularly relevant where we commission in partnership or across Local Authorities. To ensure that we are acting within our statutory powers legal opinion will be sought and offered at the start of the process i.e. “involved at the outset”. The Council has ensured representation on a number of GM structures including GM Legal Officers group and is led by the Deputy Chief Executive. An internal process to help determine future demand on corporate services is also being introduced.

6. PERSONNEL IMPLICATIONS

6.1 The scale and pace of the reform will affect everyone’s work force. A new culture with new behaviors, standards and training will be required to support and enable staff to bridge the transition between businesses as usual and new service models. There will be a need to develop work force and organisational development plans and carry out work force impact assessments as a result of proposals across and within each theme. The impact on the workforce is difficult to assess at the moment and will need to be reviewed and reported should any changes be identified.

7. CORPORATE PRIORITIES

The whole public service reform approach links with the strategic intentions contained in the councils blue prints around, meeting customer need, reducing dependency and building capacity and resilience and in managing our finance and looking for new ways to operate. PSR provides an opportunity to develop more sustainable levels of services that we currently are able to against a back drop of rising demand and expectation and reducing finances.

This report meets all the health and wellbeing priorities for 2012/13, as identified by the Shadow Health and Wellbeing Board:--

- Children & Young People – Best start in life
- Early Intervention/Prevention
- Tackling Health Inequalities
- Wellbeing
- Lifestyles

8. RISK ASSESSMENT IMPLICATIONS

8.1 There will be considerable risk in driving forward some elements of the reform agenda. The LIP will require an in-depth risk assessment which will from an integral part of the development of any business cases and evidence which leads to and informs the investment agreements which follow.

9. EQUALITIES IMPACTS

9.1 Workforce Equality Impacts Assessment
The approach will impact on a number of work equality issues and there will be a need to address these issues as proposals and nsms are developed and change the way we do business.

9.2 **Equality/Community Impact Assessments**

The approach will impact on equality and communities and there will be a need to address these issues as proposals and nsms are developed and change the way we do business

There are no background papers to this report