

WMCA – Public Services, Inclusion and Cohesion Forward View

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Our mission...

The WMCA's 'public service reform, inclusion and cohesion' portfolio is the foundation stone for inclusive growth across the region that all of our residents can benefit from.

Our aim is to enable change through collaboration - working with our members and partners on public service innovation that connects our communities and unlocks our potential. This is 'whole place collaboration built from the bottom up'.

Our role is about adding value through insight, innovation and system leadership - helping to create the conditions for new models of service delivery that can make a real difference on the ground.

Our operating principles:

How we work is just as important as what we do.

We want to be:

1. **Collaborative by Default** – working with our partners in local government, NHS, Fire, Police and across the spectrum of services to help make change happen through collaboration.
2. **Focused on Outcomes** - the WMCA should be a champion of improved outcomes for citizens, and this is the basis on which we prioritise our work and align our resources – working across others parts of the system where can drive a social benefit
3. **Outward Focused and Innovative** – we add value in our enabling role: providing research and development, insight and innovation for the region, and a support mechanism for our members to address public service problems in their places
4. **Focused on Improving Productivity**– focusing our efforts on areas where we can play a role unlocking the social and economy productivity of citizens, communities and services to drive inclusive growth
5. **Adding Value and Supporting the System** – focusing our energy in areas we can help real world impact to be made, which is defined and led by our partners, and which benefits those who need it most

The Operating Context – what is shaping our strategy?

Public Finance – an ongoing context of public sector austerity and increasing fragility of local government finance. Mismatch between supply-and-demand that is growing as demographic change and the impact of certain policies is felt

Devolution – a new phase of devolution based less on ‘deal-by-deal’ activity, less obviously driven by HM Treasury, and framed more obviously by Industrial Strategy and public value

Industrial Strategy – clear ambition for local industrial strategies – business led but requiring credible human capital strategies that require public service innovation and cross-sector collaboration

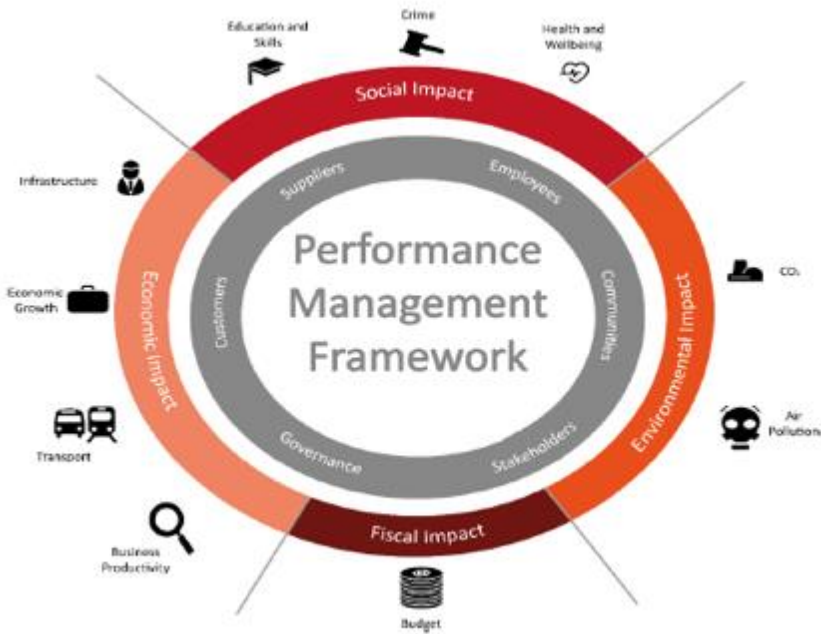
Brexit – ongoing uncertainty about the impact of Brexit in both the wider economy, and within the public services – issues around recruitment, retention and skills equally important as fiscal implications.

Public Services – no clear central government policy on the future of public services, putting the onus on local areas to develop credible strategies and new models of leadership

And most importantly....the West Midlands! – an opportunity to shape a positive phase of engagement between the WMCA, its members and its partners based on a shared understanding of value



Accountabilities



Productivity (measured in Gross Value Add-GVA per head) will be **5%** higher than the national average

Current **3.9 billion** deficit between taxes raised and public expenditure in the area eliminated



The West Midlands SEP sets out a range of accountabilities for the region’s partners. This is a three-LEP, three-STP, multi-council area. So we recognise that enabling a positive change in outcomes is complex, and will require a close interrelationship between the PSR and other work programmes.

Closing the spending gap – now 4.3bn – is an explicit goal within the SEP. This is about a balance between growth and spending that we will support through enabling public service innovation and supporting inclusive growth. Being blunt – how do we connect our communities to the opportunities we are creating for the WM?

Improved Life Chances for All, measured as:

- No. troubled individuals worked with
- Improved outcomes for those individuals
- Reduced re-offending & entry rates
- Reduced inequality in HLE
- Narrowing of health inequality gap across SEP
- NEET numbers
- GCSE attainment, qual levels & no. apprenticeships
- Mental health 'contact' & suicide levels
- % physical activity for adults

We also have commitments set out within our devolution deals:

- A transition in governance/accountability arrangements for police and fire – which needs to be worked through collaboratively
- Establishment of an ODA – which will build on existing data analysis capabilities within the region
- Central government commitment to work with us on a new blueprint for PSR – an opportunity for us to be proactive and set out what good would look like

Public Service Reform, Inclusion and Cohesion – Plan on a Page

The WMCA's 'public service reform, inclusion and cohesion' portfolio is the foundation stone for inclusive growth across the region that all of our residents can benefit from. We believe in change through collaboration - working with our members and partners on public service innovation that connects our communities and unlocks our potential. This is 'whole place collaboration built from the bottom up'. Our role is about adding value through insight, innovation and system leadership - helping to create the conditions for new models of service delivery that can make a real difference on the ground.

INCLUSIVE GROWTH

Promoting a model of economic growth that impacts positively on all of our residents and communities. Our activities focus on building our capacity to influence and promote inclusive growth priorities, driving social value in everything we do, and developing specific actions to promote inclusive transport, housing, skills and public service outcomes.

Inclusive Growth Unit

Including our Inclusive Growth Toolkit, and regular blueprints for inclusive growth outcomes in key policy areas

Social Economy & Social Value

Including our Social Economy Taskforce, which explores the role of social econ orgs and social value commissioning in inclusive growth

Connected Communities

Including the development of PSR hubs and ensuring IG outcomes in transport and housing policy

RADICAL PREVENTION

This is about developing radical new ways of preventing social problems that are entrenched within the region, and which block the potential of so many of our communities. Our activities focus on changing outcomes for some of our most disadvantaged people, both through leading edge research and the application of new delivery models alongside our members and system partners.

Multiple Complex Needs

'Pathfinder' pilot in south Birmingham. Potential to create WM service innovation around MCN

Youth & Women's Justice

Including path breaking research work on ALTAR and development of a strategy for CJS devolution

Future Delivery Models

Including service co-design with fire, police and PS partners, and work with CWC and youth unemp.

SYSTEM COLLABORATION

This is about enabling change across the system of public services and civil society within the West Midlands - through creating space for collaboration and establishing the building blocks for whole place change. Our activities focus on unlocking collaboration between our members, and applying new ways of solving problems.

Leadership & Workforce

Including early work to develop a collaborative leadership programme for WM – with WMCA playing an enabling role

Digital & Data

Including the Office for Data Analytics, and the recruitment of a Chief Digital Officer to support digital innovation in public services

Public Value Collaboration

Including setup of a WM 'Public Impact Lab', and potential development of 'public value' pilots in case study areas



How is this translating on the ground? Some examples...

Currently

- **MCN pilot** – working with people with MCN in South Birmingham
- **Youth Justice** – WM-wide research and training with YOTs in partnership with OPCC and LAs
- **Data and Analysis for PSR** – setup of the Office for Data Analytics
- ***Health and Wellbeing** – a range of activities under the Wellbeing portfolio*

Kicking off...

- **Inclusive Growth Unit** – shaping policy for the region,, creating 'citizens panels' to do it inclusively, and scoping 'place based' work on youth unemployment & PSR role in Industrial Strategy
- **Public Impact Lab** – a problem-solving 'lab' methodology that can help our members address practical PSR issues with support from the PSR team
- **Social Economy Taskforce** – working across the WM to identify opportunities to boost the social economy
- **Fire and Police** – working with partners to develop the business case alongside major changes in governance

And proposed (TBC)...

- **PSR Hubs** – exploring the potential use of bus station estate into PSR and wellbeing spaces...initially in Walsall
- **Place-Based Demand Management pilot** - working with CWC on a new delivery model in Wolverhampton
- **New models of prevention** – working with WMFS and partners to build a future 'prevention service'
- **Digital** – the opportunity to shape the activities and work programme of the Chief Digital Officer
- **Workforce** – opportunity to play a role convening and catalysing (not delivering!) regional work on cross sector collaboration and leadership



WEST MIDLANDS
COMBINED AUTHORITY