



WEST MIDLANDS
COMBINED AUTHORITY

Public Service Reform Board

Date	22 February 2018
Report title	#WM Futures – discussion paper
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Report to be/has been considered by	

Recommendation(s) for action or decision:

The Public Service Reform Board is recommended to:

1. Consider and discuss the question 'What role should WMCA play in enabling workforce collaboration and leadership development in the West Midlands?'
2. Consider the draft next steps set out in the paper

1.0 Purpose

- 1.1 To discuss the paper below as well as agree a possible approach to enabling workforce collaboration and leadership in the West Midlands

2.0 Background

- 2.1 This discussion paper explores the role of the WMCA in enabling workforce collaboration and leadership in the West Midlands.

- 2.2 The PSR board has argued that workforce collaboration and 'place leadership' is an important enabler of public service reform. This is because of:

- Trends within the public sector nationally which emphasise the need to work collaboratively and across sectors and service silos
- An increasing emphasis on 'place' – as a way of organising public services to better fit with increasingly complex lives and needs
- An acknowledgement of OD and leadership as key planks of building readiness for public service collaboration

- 2.3 There is a rich body of evidence on the need for – and the impact of – collaborative leadership development within public services, both within and outside of the West Midlands. For example:

- The University of Birmingham's '21st Century Public Servant' programme, which sets out a series of characteristics tested with public service workforce, leadership (political and administrative).
- Collaborate's 'Ignite' programme, developed in partnership with the LGA and Solace, which provides a collaborative learning space for local government CEOs and cross-sector equivalents
- NHS Leadership Academies (both national and regional), which emphasise the need for leadership across tiers of care, different care settings and across the clinical and managerial divide
- Cross-sector leadership programmes like Common Purpose, On Purpose and the Clore Social Leadership Programme, which emphasise the relationship between personal, collective and system leadership
- A raft of academic evidence from experts like Peter Senge and Jocelyn Bourgon on the need for new 'cultures' of leadership to fit a changing public service landscape.

3.0 Wider WMCA Implications

- 3.1 None

4.0 #WM Futures

4.1 The proposition we would like to test is that the WMCA develops a brand identity, and a 'spine' – a set of characteristics against which we can endorse different leadership and OD interventions. We would develop this collaboratively – bringing together key players already within this space, and asking them where the value-add might lie. We would seek to broker this with our members (constituent and non-constituent), and would add value through bringing a consistent set of values and principles to bear, and through being a learning partner within the region.

4.2.1 Whilst there are examples of workforce collaboration and various plans for cross cutting leadership development in the West Midlands, because these have grown organically, opportunities to build greater synergies and collective impact under a common West Midlands brand are potentially being missed.

5 Draft Next Steps

5.1 Practically, this could take the following form:

1. **Co-Design Workshop** – with representatives from different public services, stakeholders like WM employers, NHSLA and UoB, and some national expertise e.g. from collaborate/Solace/LGA. Ideally this would take place in Spring and could be hosted by WMCA as a way of introducing the concept and the rationale. This would be resourced by WMCA with partners. We would span 'services to the public' beyond the public sector.
2. **Work Programme** – which would be developed out of the co-design session, and would ideally be a mix of interventions led by our partners, linked to the central 'spine' of the #WMFutures programme. We would plan 12 months of work with a view to:
3. **#WMFutures Festival** – a one or two day 'festival' at which partners in the programme share their experiences and explore how the workforce development and leadership programme could be improved, scaled and deepened across the region. This would ideally be resourced through partnership and sponsorship

We would like to test this proposition with the PSR board with a view to broadening the conversation should the board be minded to support the proposal.

6 Financial implications

6.1 There are currently no financial implications from this report.

7 Legal implications

7.1 There are currently no legal implications from this report.

8 Equalities implications

8.1 None

9.0 Other implications

9.1 None

10.0 Schedule of background papers

10.1 None