

# WEST MIDLANDS COMBINED AUTHORITY

## Public Service Reform – Workstream Updates

This slide pack gives an update on several PSR workstreams. It is intended as a ready reckoner, rather than giving comprehensive information. Workstream leads are noted if Board members would like to hear more.

Portfolio Lead: Councillor Steve Eling

Chief Executive: Phil Loach

Director: Henry Kippin



West Midlands  
Combined Authority

**Delivering inclusive growth**

## 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.



# Inclusive Growth

WorkStream	Accountable Officer	Progress to Date	Next Steps
Inclusive Growth Unit	Claire Spencer	<ul style="list-style-type: none"> <li>Inclusive Growth Unit has been officially launched as the country's first unit within a combined authority dedicated to building the case for inclusive economic growth.</li> <li>Progress on key workstreams – a robust evidence base, an investment toolkit, a framework for adaptation locally and several strands of citizen and civic engagement – has begun and a lead officer (Claire Spencer) is in post.</li> <li>Inclusive growth is now prominent within the WMCA's workstreams and communication with the IGU's early work influential in shifting this focus</li> </ul>	<ul style="list-style-type: none"> <li>Citizen engagement workstrands kicking off in Sept/Oct – with regional civil society partners.</li> <li>'Youth Combined authority' feasibility study.</li> <li>Inclusive Growth Toolkit established and piloted.</li> </ul>
Social Economy Taskforce	Vikki Holland	<ul style="list-style-type: none"> <li>Taskforce has met on 2 occasions. Next meeting 05/09/18.</li> <li>SE:UK providing baselining data, research and expertise. External funding secured through Power to Change/BLF.</li> <li>Focused in on 4 areas to build recommendations; 1) Commissioning and Procurement, 2) Start Up, Sustain and Scale Up, 3) Social Funding &amp; Finance 4) Cross pollination across sectors (inc. WMCA and Social Economy).</li> </ul>	<ul style="list-style-type: none"> <li>Report to be published January 2019 with recommendations.</li> <li>We anticipate one 'early win' being the establishment of a social finance mechanism for the region, potentially delivered in partnership with DCMS.</li> </ul>
Inclusive Growth across all policies: (housing, transport, skills, economic growth, digital)	Henry Kippin	<ul style="list-style-type: none"> <li>Housing – joint working with the WMCA housing team in place to support the development of inclusive growth design principles within the Housing Deal. Joint governance of Town Centre workstream in place. Joint working on 'corridor' based housing and infrastructure plans to ensure they are inclusive by design</li> <li>Transport – a number of initiatives in place which work across public services, inclusive growth and transport – including support for key infrastructure programmes to ensure they are 'inclusive by design'; and initiatives around health and transport in response to the government's anti-obesity strategy</li> <li>Skills – close working relationship with the WMCA's skills team reflected in the employment support pilot and emerging plans for a focused workstream on youth unemployment.</li> <li>Economic growth – working closely with the Industrial Strategy team to ensure that the IS has inclusive growth principles embedded (strategy to be published Autumn 2018)</li> <li>Digital – HK is lead officer for the WMCA 5G bid which has been developed collaboratively with regional partners, and which will have profound implications for digital inclusion and public service transformation.</li> </ul>	<ul style="list-style-type: none"> <li>PSR/ inclusion team is increasingly embedded within key WMCA workstreams and we expect to add considerable value through working in this way to embed inclusive principles across the whole WMCA portfolio.</li> </ul>

# Radical Prevention

WorkStream	Accountable Officer	Progress to Date	Next Steps
Multiple and Complex Needs (MCN)	Vikki Holland	<p>Research:</p> <ul style="list-style-type: none"> <li>Data led analysis of 30 qualitative MCN stories carried out by University of Wolverhampton.</li> <li>Generating clear, actionable, well-evidenced recommendations on how West Midlands public bodies can improve outcomes for adults with multiple complex needs through data sharing.</li> <li>Evaluation of Pathfinder Pilot. Proposals from two universities. Match funded by Lankelly Chase foundation.</li> </ul> <p>Pilots:</p> <ul style="list-style-type: none"> <li>Pathfinder Pilot. Strategic Board's inaugural meeting September 4<sup>th</sup>.</li> </ul> <p>Convening:</p> <ul style="list-style-type: none"> <li>Agora: Successful event with over 25 participants. The output of which has determined the MCN Action Plan moving forward.</li> <li>Discussions around Communities of Practice. Regional 'Centre of Excellence'.</li> </ul>	<ul style="list-style-type: none"> <li>Aim of the work is to ascertain key trends and patterns across the stories for learning across the WMCA.</li> <li>Publish the paper.               <ul style="list-style-type: none"> <li>Timeline: Completed by November 2018.</li> </ul> </li> <li>Aim is to influence WMCA partners through the sharing of the academically robust recommendations.               <ul style="list-style-type: none"> <li>Timeline: Completed by November 2018.</li> </ul> </li> <li>Commission research.</li> <li>Aim is to determine and measure hard and soft outcomes for the pilot as well as 'What works'. The learning from this will be shared and utilised in replication and scale.               <ul style="list-style-type: none"> <li>Timeline: December 2019 with iterative reports.</li> </ul> </li> <li>To determine a mechanism for sharing this learning. Regional Centre of Excellence/ Communities of Practice</li> <li>Continue to support Pathfinder in its strategic plan.</li> <li>Evaluation: As above.</li> <li>To publish the Agora paper.</li> <li>To continue to work to the MCN action plan.</li> <li>Potential establishment of a national centre to support practice within the WM region.</li> </ul>



# Radical Prevention

WorkStream	Accountable Officer	Progress to Date	Next Steps
Youth and Women's Justice	Claire Dhami	<ul style="list-style-type: none"> <li>• Youth Justice regional strategic needs assessment for the region first draft completed.</li> <li>• Youth Justice senior stakeholder event successfully undertaken, including both Constituent members and non constituent members (NCM's).</li> <li>• Action research into childhood adversity in partnership with the West Midlands PCC significantly underway, anticipate just under 100 detailed cases from all constituent LA's and a significant number of NCM's.</li> <li>• Youth justice policy options papers final draft completed.</li> <li>• Evidence of impact in reduced youth offending reoffending, custody and first time entrants rates across the region.</li> <li>• Evidence that new models of practice have been developed and collaborative approaches to Youth Justice pathways and prevention are developing (examples include PACE protocol, Children in care protocol and ALTAR informed risk assessments).</li> <li>• A bid to undertake a feasibility study into a safe and secure centre for children has been submitted in partnership with the directors of Children's Services, West Midlands PCC and catch 22.</li> <li>• Women's regional strategic needs assessment commenced, supported by Prison Reform Trust and Crest Advisory.</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Justice regional strategic needs assessment for the region finalised and shared with partners.</li> <li>• Analysis of the research into childhood adversity undertaken and final report completed, shared with key stakeholders and used to develop a new approach.</li> <li>• Youth Justice Policy options developed into proposals for further collaboration and devolution.</li> <li>• Women's strategic needs assessment completed.</li> <li>• Key senior stakeholders engaged in developing whole system approach to women.</li> <li>• Opportunities to collaborate, reform and devolve women's justice considered.</li> <li>• Consideration of further development of the 'hidden sentences' work stream.</li> <li>• Approaches to young adults in the criminal justice system considered.</li> <li>• Approaches to father's in the criminal justice system considered.</li> </ul>



# System Collaboration

WorkStream	Accountable Officer	Progress to Date	Next Steps
Leadership	Henry Kippin	<ul style="list-style-type: none"> <li>The WMCA has been asked to explore regional pilot status for the Cabinet Office's new Public Service Leadership Academy. This would be a vehicle to support collaborative leadership and cross-sector working across the WMCA – building on the principles set by the PSR board around 'enabling not leading'.</li> </ul>	<ul style="list-style-type: none"> <li>HK is engaging with public service leaders across the region to gauge enthusiasm for a regional approach and assess where it might add value</li> </ul>
Data and Digital: Office of Data Analytics	Jason Lowther	<ul style="list-style-type: none"> <li>Published "state of the region" report including research programme to strengthen the evidence base.</li> <li>Published on-line directory of local academic experts which partners can search by areas of expertise.</li> <li>Secured HMCLG approval for the Office for Data Analytics business case and release of this year's HMT funding.</li> <li>Research Delivery Group (with reps from all partners) has supported proposed ODA scope and pathfinder projects.</li> <li>Produced regular "on the day" briefings on regional implications of major government statistical announcements.</li> <li>Completed in-depth analysis of youth unemployment and how to address the barriers some young people face.</li> <li>Analysis of housing affordability trends to support our housing investment and affordable housing bids.</li> </ul>	<ul style="list-style-type: none"> <li>Launch programme to support better information sharing across WMCA partners.</li> <li>Develop shortlist of ODA pathfinder projects from improved information sharing and analysis (e.g. social isolation, school readiness).</li> <li>Develop evaluation plans for all PSR pilots as part of devolution monitoring and evaluation.</li> <li>Expand collaboration with the Office for National Statistics, including innovative new approaches to the evaluation of infrastructure projects.</li> <li>Support the development of the evaluation and measurement framework for the Commonwealth Games.</li> </ul>



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Digital: 5G bid and urban challenge	Henry Kippin	<p>5G bid What is the Opportunity?</p> <ul style="list-style-type: none"> <li>• DCMS initiative to prototype the development and deployment of a next generation network at scale in a region.</li> <li>• Up to £200 million funding.</li> </ul> <p>Objectives</p> <ul style="list-style-type: none"> <li>• Increase rate of adoption of new tech needed to support productivity growth.</li> <li>• Act as a large-scale prototype for 5G deployment, market structure evolution, new business models and services.</li> <li>• Enable universal coverage to facilitate full digital inclusion and a move towards digital delivery of public and commercial services.</li> </ul> <p>Benefits</p> <ul style="list-style-type: none"> <li>• Enhanced mobile broadband.</li> <li>• Massive machine-type communication</li> <li>• 10 times faster 40 times more responsive</li> <li>• 20% more efficient than 4G.</li> </ul> <ul style="list-style-type: none"> <li>• WMCA have applied for this funding</li> <li>• We have successfully been shortlisted for round 2.</li> </ul>	<ul style="list-style-type: none"> <li>• WMCA will find out early September if it has been successful in it's bid.</li> <li>• Implications for delivery, resourcing and links with the PSR agenda across the region are profound.</li> <li>• HK to update verbally at the PSR board</li> </ul>



# System Collaboration

WorkStream	Accountable Officer	Progress to Date	Next Steps
Future Governance models: PCC governance Journey	Claire Dhami, Henry Kippin, Tim Martin (governance)	<ul style="list-style-type: none"> <li>Task and finish group established.</li> <li>Draft scheme and governance review undertaken in partnership with OPCC and Home Office, and with advice from stakeholders including West Midlands Police, Greater Manchester Combined Authority, the Mayor's office for Policing and Crime (London) and specialist legal advice.</li> </ul>	<ul style="list-style-type: none"> <li>Subject to WMCA Board approval, public consultations undertaken and consultation on the Governance Review and schemes considered by LA's.</li> </ul>
Future Governance models: Fire Service governance Journey	Henry Kippin	<ul style="list-style-type: none"> <li>Further to the submission of the Scheme to the Home Office WMFS and WMCA are currently in discussions with the HO regarding the development of the draft order.</li> </ul>	<ul style="list-style-type: none"> <li>A Joint Implementation Team (JIT) has been established. JIT comprises of senior colleagues from both WMCA and WMFS.</li> <li>Reports will be provided to WMCA Programme and Board meetings.</li> </ul>
Leadership Commission	Henry Kippin	<ul style="list-style-type: none"> <li>Leadership Commission report 'Leaders Like Me' launched with notable media and stakeholder buy-in across the region and more widely</li> <li>A number of commitments made which are now being translated into delivery priorities – some of which will be overseen by the PSR portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Delivery priorities to be signed off</li> <li>SE and HK at Scrutiny committee early-Sept</li> <li>A number of workstreams already in place,</li> </ul>



# Wider Inter-related Activity - examples

WorkStream	Accountable Officer	Progress to Date	Next Steps
Industrial Strategy	Julia Goldsworthy/Patrick White	<ul style="list-style-type: none"> <li>The West Midlands Industrial Strategy has been drafted in partnership with the region's LEPs, business communities, universities, local authorities and other key stakeholders.</li> <li>The strategy sets the blueprint for industrial development within the region, including the high growth sectors which offer the greatest potential for the regional economy. It will become a conduit for future funding and engagement with Government.</li> </ul>	<ul style="list-style-type: none"> <li>HK and CS in regular dialogue with Industrial Strategy team to ensure inclusive growth principles are embedded within the Industrial Strategy, and that PSR underpins considerations around future human capital and social infrastructure within the region</li> </ul>
Sandwell Inclusive Growth Tracker	Sarah Sprung	<ul style="list-style-type: none"> <li>Sandwell Council is piloting an inclusive growth tracker which will create locally relevant indicators to track progress against inclusive growth goals for the borough.</li> <li>WMCA and Joseph Rowntree Foundation are providing policy and research support – playing an enabling role.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultation on early drafts and collaborative work to embed citizen voice within the tracker</li> </ul>
Affordable Social Housing	Gareth Bradford	<ul style="list-style-type: none"> <li>The PSR team are working with the WMCA's housing team to ensure that the region articulates a coherent offer around social housing and affordable housing. - to ensure that the ambitious housing targets laid out in the SEP stand a chance of giving something for everyone.</li> </ul>	<ul style="list-style-type: none"> <li>Likely submission to government pending CSR timeline and ongoing work to ensure that Housing Deal resources are used to support inclusive growth principles</li> </ul>
Employment Support and Skills	Julie Nugent	<ul style="list-style-type: none"> <li>Regional Skills Deal has been developed and signed off – with key commitments around closing the skills gap; improving the relationship between providers and employers and, critically. Supporting careers advice, aspiration and providing more holistic support for this furthest from the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>PSR team continuing to work with Skills team colleagues on employment support and youth unemployment workstreams in particular</li> </ul>

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WorkStream	Accountable Officer	Progress to Date	Next Steps
Wellbeing Portfolio	Sean Russell, Henry Kippin	<ul style="list-style-type: none"> <li>The Wellbeing portfolio contains a number of ongoing priorities which are mutually reinforcing with PSR workstreams – such as mental health/Thrive, West Midlands on the Move, Public Health intelligence, and work on prevention and combatting obesity.</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing board will report next in October 2018, at which portfolio holder Cllr Seccombe will outline a forward plan.</li> </ul>
Wellbeing – Thrive at work and Thrive into work	Sean Russell	<ul style="list-style-type: none"> <li>All documentation for the Thrive at Work trial is complete (Criteria, checklist, Commitment and Toolkit document)</li> <li>Thrive at Work Launch Event is being organised (mid to end October)</li> <li>Thrive at Work Website up and running.</li> <li>Recruitment of 150 organisations for the Thrive at Work Wellbeing Trial is underway.</li> <li>Thrive into Work launch event took place in July 2018.</li> <li>Thrive into Work Website up and running.</li> </ul>	<ul style="list-style-type: none"> <li>Complete recruitment for Thrive at Work Trial (early September).</li> <li>Begin Thrive at Work intervention of the trial (12 month period).</li> <li>Finalise website development for the Thrive at Work Trial (specifically for the intervention period, for employers to be able to upload evidence, view the criteria, guidelines and toolkit).</li> </ul>



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