



AGENDA ITEM: 14

NORTH WALES FIRE AND RESCUE AUTHORITY

17th October 2011

NATIONAL PUBLIC SERVICES LEADERSHIP BOARD AND COMPACT FOR COLLABORATION

Report by Colin Everett, Clerk to the Authority

Purpose of Report

- 1 To note the establishment of a National Public Services Leadership Board and to receive an update on the Compact for Collaboration.

Background

- 2 In July 2005, the Welsh Assembly Government commissioned Sir Jeremy Beecham and other notable experts to review local public service delivery in Wales as part of the action plan for implementing its *Making the Connections Strategy* for improving public services.
- 3 This report emphasised the need for collaboration as a means of improving the quality and efficiency of Welsh public services and ensuring they are shaped to meet the needs of the citizen.

National Public Services Board

- 4 The Public Service Leadership Group (PSLG) has been established to provide national leadership for public service reform and collaboration, and to drive the pace of improvement in public services of Wales.
- 5 The Group is chaired by the Minister for Local Government and Communities, and its key responsibilities will be to:

- a) ensure coherence in the implementation of overall public service reform agenda in Wales, including oversight of the implementation of the Compact and building coherence with the reforms in education, social services, health and other areas;
 - b) sponsorship and mandating of national action to improve the effectiveness and efficiency of public services; and
 - c) the development of effective regional leadership for collaboration, building on existing regional leadership structures and the Welsh Government's geographical footprint for regional collaboration.
- 6 Colin Everett, as Chairman of the Society of Local Authority Chief Executives (SOLACE) and as Chief Executive of Flintshire County Council is on the board together with Mary Burrows, Chief Executive of the Betsi Cadwaladr University Health Board. A regional leader of collaboration will be appointed in each of the six geographical areas of Wales and Mary Burrows has been appointed to represent North Wales..
- 7 The board met for the first time on 22nd September and have outlined a Terms of Reference which is attached at Appendix 1.

Compact for Collaboration

- 8 In May 2011 the WLGA Co-ordinating Committee agreed that the WLGA should lead on the development of a Compact between local government and the Welsh Government for national and regional collaboration.
- 9 The Compact will be sanctioned by the four regional partnership/leadership boards together with direct discussions with professional bodies such as the Social for Local Authority Chief Executives (SOLACE), Association of Directors of Education in Wales (ADEW), Association of Directors of Social Services (ADSS) and the Society of Welsh Treasurers (SWT).
- 10 The North Wales Leadership Board has broadly welcomed the Compact and the region is already working positively and progressively towards seven of the ten collaborative actions outlined in the Compact. (Appendix 2).

- 11 The WLGA Co-ordinating Committee in October will consider a draft outline of the compact and each of the regional Partnership/Leadership Boards will then consider the draft Compact at their respective meetings.
- 12 The final draft of the Compact will then be considered by the Partnership Council and mutual agreement with the Welsh Government for adoption in later in 2011.

Recommendation

- 13 Members are asked to note the:
 - (i) establishment of the Public Services Leadership Board;
 - (ii) progress of the national Compact for collaboration.

Public Service Leadership Group: Terms of Reference

Context

1. The Welsh Government has an ambitious public service reform agenda, based on a set of specific improvement programmes in delivery areas such as health, social services, education and local government, coupled with a cross-cutting approach to improving the effectiveness and efficiency of public services and supporting leaders across the public service in achieving improvement and realising efficiencies at a time of continued financial constraint.
2. On a cross-public service level, the Welsh Government's approach is based on collaboration, rather than competition, between public service providers, simplification and a clear commitment to designing services around people, not organisations. This broad approach provides a wider context for, and supports, the development of the reform programmes in specific delivery areas, and will also require close working with the third sector and/or private sector delivery partners involved in service delivery.

The Public Service Leadership Group

3. The Public Service Leadership Group (PSLG) is being established to provide national leadership for public service reform and collaboration, and to drive the pace of improvement in public services of Wales.
4. The Group is chaired by the Minister for Local Government and Communities, and its key responsibilities are:
 - i. ensuring coherence in the implementation of overall public service reform agenda in Wales, including oversight of the implementation of the Compact and building coherence with the reforms in education, social services, health and other areas;
 - ii. sponsorship and mandating of national action to improve the effectiveness and efficiency of public services; and
 - iii. the development of effective regional leadership for collaboration, building on existing regional leadership structures and the Welsh Government's geographical footprint for regional collaboration.
5. Three national work programmes, each led by a senior public service, leader will help to drive forward this agenda
 - o Effective Services for Vulnerable Groups;
 - o Asset Management and Procurement; and
 - o Organisational Development and Simpson Implementation.
6. This will be complemented by a focus on establishing strong leadership for collaboration at a regional level. The basis for this will be the Welsh Government's footprint for regional collaboration and coherence, which set out six specific areas: North Wales; Mid & West Wales; Gwent; Cardiff & Vale; Cwm Taf; and Swansea Bay. The regional collaboration leaders will have a key role, alongside the national Organisational Development and Simpson Implementation work programme, to drive delivery of the Compact at a regional level.
7. Key partners in the public service reform agenda – trades unions, the third sector, Wales Audit Office, Welsh Local Government Association, and Society of Local Authority Chief Executives – will also contribute through membership the PSLG. A small number of senior Welsh Government officials with a direct interest in areas of the reform agenda will also attend.

Governance and Accountability

8. At a national level, the Minister for Local Government and Communities is responsible for the public service reform agenda, and is accountable along with Ministerial colleagues to the National Assembly for Wales. Locally, decision making responsibilities and accountabilities for delivering public services and for participating in the public service reform agenda rest with individual public service organisations, which have established governance arrangements.
9. The PSLG does not change these accountabilities, but does seek to achieve a step change in the pace of reform through harnessing both the collective leadership of members of the Group, and the wider community of public service leaders.
10. Within the PSLG, each of the national and regional collaboration chairs will develop a work plan for taking forward the reform agenda in their area, which will be agreed by the PSLG collectively. Chairs of the national work programmes and regional collaboration will be accountable to the Minister for progress against these agreed work plans. A measurement framework to help demonstrate and report the progress being made in different areas will be developed.
11. The collective political leadership for the reform agenda will be brought together under a reformed Partnership Council for Wales. The Minister for Local Government and Communities will take issues identified by the PSLG to the Partnership Council, or other appropriate fora including the Third Sector Partnership Council and the Chief Information Officer's Council (which provides the strategic governance for ICT development in Wales), for agreement where necessary. The Workforce Partnership Council will take account of the workforce implications of work undertaken within the PSLG.
12. A small secretariat will support the PSLG. Lead officials in the Welsh Government, drawing on resources from across the public service community will support each national work programme. Support for regional collaboration will also be developed to reflect evolving needs, and the key partners in public service reform attending the PSLG will support specific work programmes where appropriate.

Public Service Leadership Group Membership

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| Welsh Government | |
| Minister for Local Government and Communities (Chair) | Carl Sargeant AM |
| Director General, Local Government and Communities | June Milligan |
| Director General, Education and Skills | Emyr Roberts |
| Director General, Health, Social Services and Children | David Sissling |
| Director General, Strategic Planning, Finance and Performance | Michael Hearty |
| National Programme Chairs | |
| Organisational Development and Simpson Implementation | Jo Farrar (Bridgend CBC) |
| Asset Management and Procurement | Tracey Lee (Newport City Council) |
| Effective Services for Vulnerable Groups | Andrew Goodall (Aneurin Bevan Health Board) |
| Regional Collaboration Chairs | |
| North Wales Region | Mary Burrows (Betsi Cadwaladr Health Board) |
| Mid and West Wales Region | Mark James (Carmarthenshire County Council) |
| Swansea Bay Region | Steve Phillips (Neath Port Talbot CBC) |
| Gwent Region | Paul Matthews (Monmouthshire County Council) |
| Cardiff and Vale Region | Jon House (Cardiff Council) |
| Cwm Taf Region | Peter Vaughan (South Wales Police) |
| Public Service Reform Partners | |
| General Secretary Wales TUC (Observer) | Martin Mansfield |
| Auditor General for Wales (Observer) | Huw Vaughan Thomas |
| WLGA | Steve Thomas |
| SOLACE Wales | Colin Everett |
| WCVA | Graham Benfield |

Compact for collaboration between local government and the Welsh Government for national and regional collaboration.

Ten principal collaborative actions

- Education and school improvement shared services - September 2012
- Regional Commissioning hubs and improvement collaboration for Social Care - 2012/13
- Waste management collaboration on procurement
- The formation of 2 Trunk Road Agencies leading to an examination of the expansion of the Regional Transport Consortia
- Regional Delivery of the Supporting People Programme 2013-14
- A Business Case by Spring 2012 setting out our options for the delivery of local tax collection at either a regional or national levy
- A review of the best way of organising the local authority pension funds in Wales
- As set out in the strategy of the Public Services ICT Group, national procurement and the development of Welsh data centres
- Development of a national Trading Standards Service subject to a national business case
- A detailed review of emergency planning (to be concluded May 2012)