



Warwickshire Public Sector Peer Review

5th March 2010



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Background

- Review not inspection – came as critical friends
- The benchmark is based on your improvement plan
- Familiarised ourselves with Warwickshire and partners
- Made very welcome and well supported
- Evidence gathered in confidence
- What you hear is what we've been told and seen
- Thank you for the opportunity to work in Warwickshire

The team

Team Lead

- Chris Williams, Chief Executive, Buckinghamshire County Council

Member peers

- Jane Scott, Leader, Wiltshire Council
- Ross Henley, Councillor, Taunton Deane Council
- Stephen Harrison, Chair, NHS North Somerset

Officer peers

- Gill Galliano, Chief Executive, NHS Lewisham
- Alan Goodrum, Chief Executive, Chiltern DC
- Gerry Broadbent, Chief Superintendent, West Yorkshire Police

Review manager

- Judith Hurcombe, Review Manager, IDeA

Benchmark

- Based on the Partnership Effectiveness Improvement Plan
- How well are you working together to deliver better outcomes for the people of Warwickshire:
 - What works well?
 - What should you stop doing?
 - Priority A: Delivering Improved Outcomes
 - Priority B: Political and Managerial Outcomes
 - Priority C: Community Engagement and Communication
 - Priority D: Governance and Risk management
 - Priority E: Financial and Resource Capacity

What's working well?

- Good partnership working “despite the system”
- Strong themes e.g., economic development, community safety
- Partnership working with the police delivers good outcomes
- Many examples of good partnership working involving health including Putting People First, prevention strategy and supporting people
- Community Forums seen as very positive
- Work of the Observatory is highly regarded
- Good partnership working at sub regional level

Partnership myths

- Health are not engaged – evidence confirms lots of progress
- It's all the county's fault – everyone has a responsibility to make it work
- It's all about governance – it's about working together and driving outcomes
- We can change it with process – it's about behaviours and relationships
- It's all about other people's money – more can be achieved by better aligning mainstream programmes

Delivering Improved Outcomes

- Outcomes are being achieved, e.g., One Stop Shops, Domestic Violence, Local Forums, Camp Hill Centre, Family Intervention Service
- At operational level people are working hard and delivering

Areas for Improvement

- Clarify purpose of PSB
- Operate at a more strategic level
- Focus on the big issues
- Improve relationships – personal and organisational
- Streamline working and eliminate duplication
- Harness local community strategies
- Overcome silo working – within organisations and between blocks
- Ensure improved outcomes – deliver
- Focus on working together to make a difference

Political and Managerial Leadership (1)

- CAA report broadly accepted
- PSB Chair committed to deliver services to local people
- Advisory Forum and Blocks are more energised
- New officer appointments in health have led to improvement
- Third sector are engaged and feel valued

Political and Managerial Leadership (2)

Areas for improvement

- PSB is dysfunctional. It needs to provide:
 - An agreed vision for Warwickshire
 - Strategic leadership
 - Clear focus on outcomes
 - Political commitment
 - Changed attitudes and behaviours
 - Increased pace
- PSB lacks visibility and a positive profile. Must:
 - Communicate better
 - Ensure feedback to and from each organisation

Political and Managerial Leadership (3)

- PSB needs to build better relationships to move on:
 - Some baggage and behaviour issues
 - Tensions between county and districts, and between health and other partners
 - People blame the 2 tier structure
 - Unitary issue is the elephant in the room

Community Engagement and Communication

- Community forums are a good vehicle for encouraging partnership working at local level
- Strong police neighbourhood focus and accountability
- Good examples of joined up services in certain location e.g., co-location at Rugby

Areas for improvement

- Third sector need consistent engagement and communication to maximise their contribution to the partnership
- Engage the wider health partners e.g., hospitals, GP's
- External communication and engagement to cover hard to reach groups
- Promote success and good news

Governance and Risk Management

- PSB partnership agenda management:
 - “sometimes it’s like the Lord’s table where we might be allowed to put a paper”
 - People feeling unprepared to make decisions
 - Partners say it feels like a county committee with a county agenda
 - Overly long agendas with too much detail and jargon
- Too much focus on process and not enough about outcomes
- Dislocation between PSB priorities and LSP’s
- PSB used for information sharing, not driving a shared agenda
- Too many groups and partnerships
- No follow up actions from PSB
- Wrong people on PSB

Finance and Resource Capacity

- The work of the Observatory is valued by partners

Areas for improvement

- All partners need to understand their responsibilities to contribute to the effectiveness of the partnership, whether in money or resources
- Partners should be transparent about their financial challenges to encourage mutual understanding of individual pressures

Key messages

- There is some good partnership working which is delivering positive outcomes for the people of Warwickshire. However, unless you address the serious dysfunctional issues of :
 - Fractured or non existent relationships
 - Missing connectivity and support in the structures
 - Overly bureaucratic processes which appear to be designed to avoid tackling the real issues

you will NOT make progress
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Recommendations: leadership

- PSB to have simple clear focus on outcomes for the people of Warwickshire
- Work to deliver 2 or 3 priorities e.g., narrowing the gap, demographic time bomb and the recession
- Develop an open honest and positive culture
- Understand and respect each other's business
- Adopt a strong collaborative leadership style
- Invest in leadership development with a specific emphasis on facilitated relationship development between CC & Health, and CC & DC/BCs

Recommendations: working at local and sub-regional levels

- Build on local forums to improve public confidence in public services
- Improve linkages between forums/LSP's/PSB
- Develop a strong Warwickshire partnership to maximise the opportunities of sub regional working

Recommendations: communicating and celebrating success

- Celebrate success and share good practice
- Clear model for effective communication between all partners and the community
- PSB members to be ambassadors for partnership working

Recommendations: improved officer support for partnership working

- Public sector Chief Officers need to meet on a regular basis:
 - To ensure continuous dialogue
 - To take an overview of the partnership programme
 - To remove barriers and ensure linkages are made
 - To take responsibility for briefing decision makers
- Develop a policy support group to ensure a shared agenda and programme is delivered
- Ensure that agendas:
 - Reflect all partners' interests
 - Are more focussed
 - Are available well in advance

Next steps

- Draft report by the end of April