

Response to NAFW Communities,
Equality and Local Government
Committee Inquiry into the
progress with local government
collaboration

6 September 2013



WLGA • CELG

INTRODUCTION

1. The Welsh Local Government Association (WLGA) represents the interests of local government and promotes local democracy in Wales. It represents the 22 local authorities in Wales, and the three national park authorities and the three fire and rescue authorities are associate members.
2. It seeks to provide representation to local authorities within an emerging policy framework that satisfies the key priorities of our members and delivers a broad range of services that add value to Welsh Local Government and the communities they serve.
3. The WLGA has made a firm and consistent contribution to local government collaboration. This response is made to the National Assembly for Wales' Communities, Equality and Local Government Committee in the context of the Public Services Commission review led by Sir Paul Williams.

The extent to which the Welsh Government's collaboration agenda has been taken forward within local authorities

4. Local authorities have been engaged in collaboration across public services for many years, it is not a new phenomenon. There is widespread support for the principle that whilst Wales benefits from having forms of government which are community based, they are only sustainable if they work together to spread costs, share specialisms and improve service quality. Recent years have seen an increased emphasis on the part of Welsh Government to press for deeper and more efficient collaboration.
5. At a local level, the development of Local Service Boards have provided a particular focus for cross public sector joint working in the interests of local service delivery and in response to the needs of local citizens. Prior to the development of Single Integrated Plans local authorities have led or facilitated partnership arrangements around health and wellbeing, children and young people, community safety, sustainable development and others. The Committee is likely to receive many responses concerning local collaboration of this nature. The WLGA response is therefore focused on regional collaboration.
6. The WLGA facilitated the development of four Regional Partnership Boards (RPBs) in 2006 in response to the Welsh Government's Making the Connections: Delivering Better Services in Wales and in the context of the Beecham Review. The four RPBs (Central Wales, North Wales, South East Wales and South West Wales) uniquely bring together the Leaders and the Chief Executives of the constituent local authorities in

each region, with a view to progressing regional working where it adds value to local service delivery. In 2012, the RPBs were re-aligned to reflect the boundaries of the Public Service regions established by the Welsh Government and there are therefore now three RPBs for North, Central and South West and South East Wales respectively (<http://www.wlga.gov.uk/wlga-regional-partnership-boards1>). The RPBs can propose collaborative and shared services but have no delegated powers. The decision to participate in joint working programmes and projects rests with individual Councils.

7. The larger collaborations undertaken to date have been led by the Welsh Government and Ministerial direction. There are also smaller 'bottom up' collaborations which have generally been instigated by professional networks to address operational challenges. These two types of local government collaboration have experienced different levels of success.
8. Each RPB has progressed a set of collaboration priorities unique and relevant to their region, although the principal themes of joint working are generally replicated in each region: education; social care and health; waste management and regeneration. The RPBs in each region have also progressed with varying levels of success and integration some back office services such as payroll, HR, legal services and Information & Communications Technology. The RPBs have acted as Programme Boards with a number of work streams and projects reporting into them, and in some regions they have developed into strategic policy and leadership bodies. In North Wales, this approach has been formalised by a structure of joint Committees and Boards (Waste Joint Committee, Social Care and Health Programme Board, Safer Communities Board and the Economic Ambition Board). Joint Committees have also been implemented in the other two regions in some service areas and issues are escalated to the RPB as appropriate.
9. Joint Trade Union Consultative Committees have been established in each region, which act as high level forums to provide visibility of regional working and engagement with Trade Unions and any potential workforce issues arising from collaboration. In some regions, TUs have been actively involved in the development of regional work programmes and have supported the implementation of projects.
10. It should be noted that the Boards have developed in a distinct way to reflect regional priorities. This is most evident in North Wales where the North Wales Regional Leadership Board (NWRLB) was formed in 2010 and absorbed the former RPB. The NWRLB continues to manage and promote collaborative projects and pilot joint service delivery models; shares experience and build relationships to underpin joint working, as well as progress the "North Wales Voice" campaigning on issues specific to North Wales. Additionally, the NWRLB provides strategic leadership in the region with partners from health, the police and fire service and other public service partners to

promote more effective partnership working between public services. The aim is to identify and seek solutions to issues of regional concern. Recent examples include a desire to address the public's perception of joint working between the Police and Local Authorities in the British Crime Survey, as well as secure a new prison in the region. In the Central and South West Wales region particular emphasis has been placed on optimising external funding opportunities, as well as progressing regional working along given themes such as transport planning, economic regeneration and strategic planning around skills and employment, through the Regional Learning Partnership. The South East Wales region has progressed robust proposals for the delivery of the future public transport network, as well as social care and education strategic planning and procurement.

11. The RPBs have provided a steer to professional groups working regionally and the escalation of regional issues to Leader and Chief Executive level have provided the means to 'unblock' and facilitate progress in collaborative working. For example, in waste management procurement the RPBs have given clarity and visibility at a senior level where required. The local authority response to the call for transformational joint working in the education and school improvement arena in particular, has been supported and in some instances directed by the RPBs.
12. The RPBs each responded to the Welsh Government's call for increased collaboration via the Regional Collaboration Fund (controversially top sliced from the Local Government Settlement). Notwithstanding the short timescales and fundamental concerns over the principle of the RCF, each region is progressing a set of regional collaborative programmes to respond to increased service demand or funding pressures.
13. The WLGA has practically supported collaborative working through the appointment of Regional Coordinators who provide a facilitating and support role to the Regional Partnership Boards and are based in the region. Also, the WLGA has published research and publications such as the:
 - **Collaboration Toolkit** which provides a simple guide for local authorities wishing to embark on collaboration and joint working and covers the major technical issues that will be faced by collaborative projects (<http://www.wlga.gov.uk/wlga-regional-boards-publications/a-collaboration-toolkit>).
 - **Legal Guidance for Collaboration** which provides a comprehensive reference that will allow local government professionals and politicians to develop further arrangements (<http://www.wlga.gov.uk/wlga-regional-boards-publications/wlga-legal-guidance-for-collaboration>).
 - **Guidance for Elected Members on collaborative working** (<http://www.wlga.gov.uk/improvement-governance-publications/the-role-of->

- [councillors-in-collaboration](#)), as well as leading training / development sessions for newly elected Members.
- A Compendium of regional working as a reference tool capturing various strands of joint working has been established which requires refresh and updating following the progress and delivery of the COMPACT agreement between local government and the Welsh Government.
14. In addition, partner bodies associated with the WLGA, such as the Social Services Improvement Agency have commissioned guidance on collaboration and governance (http://www.ssiacymru.org.uk/home.php?page_id=7911), as well as proactively sharing good practise.
15. The WLGA has practically supported collaborative working through its regional project management capacity building project, which is part of the Welsh Government's far reaching Local Service Board Development and Priority Delivery project supported by the European Social Fund. The WLGA noted the need to further develop 'in house' regional project management experience and capacity to support regional working. Each RPB has benefitted from a cadre of two year posts to progress regional work programmes (<http://www.wlga.gov.uk/securing-programme-and-project-support-capacity/>).

The structural, political and practical barriers to successful collaboration

16. One fundamental barrier to successful collaboration between local authorities concerns the duty of the Council to further its own community leadership role for the local area and deliver services which are financially in the interests of local tax payers. Collaboration among local public service partners can further this duty but at a regional level there are inevitably "winners and losers" in collaboration and it takes time and often considerable evidence gathering to establish a robust business case. Objectives for joint working need to be firmly identified and agreed from the outset, as well as the potential risks and benefits. The requirement to invest up front in the feasibility of a shared service can be a further barrier to successful collaboration. The investment financially needs to be matched by an investment in time and energy, as well as in building relationships. Upfront costs to establish new organisations with new configurations of people, IT systems and estate in the current economic climate, are less likely to be forthcoming, unless a clear political mandate is established between Councils to share services and take the risk of another authority or public body providing those services.

17. The structural challenges faced by Local Authorities of a rural nature with low levels of population density and large and complex geographies should not be underestimated in the context of collaboration. Powys for example has several boundaries, including a significant one with England where some service users will more naturally be drawn (e.g. health services). There has not been a clear imperative from WG to collaborate across the border. In North Wales the drivers of economic imperatives associated with the Mersey Deeside Alliance have been identified and work is ongoing to further the mutual benefits associated with this collaboration.
18. Politically, the pressure on local Members to respond to local needs and demands is a barrier to collaboration at a regional level. The necessary investment of time and commitment to a regional shared service, where the benefits may not be immediately apparent at a local level is an obstacle.
19. Equally, the threat of a loss of control and autonomy is a genuine concern for some elected Members and officers so the case for collaboration therefore needs to be well articulated, clear and consistent, not perceived as something fuzzy and well meaning. The suspicion that collaboration will undermine democratic control of services and reduce responsiveness to local needs is a barrier which needs to be addressed through clarity of purpose, leadership and effective scrutiny.
20. Complex boundaries and varying definitions of 'regions' can cause confusion and act as a further barrier to collaboration. Different policy imperatives from different WG departments can cut across one another. The North Wales region has benefitted from a consistent boundary footprint since the establishment of the RPB, while recognising that sub regional arrangements are sometimes more appropriate. The Public Service footprint regions in South East Wales may lend themselves to collaboration with health partners but do not necessarily equate to natural political alliances between Local Authorities. We have repeatedly found that the most effective collaborations involve coalitions of the willing.
21. In practice, collaboration faces obstacles including a major change in the role of senior officers to "commissioning" away from "management"; changes in the way services are delivered requiring change within the workforce and the difficulties in establishing a common "baseline" of service delivery from the outset. Some Local Authorities will have invested more and prioritised a particular service area, compared to a potential partner or neighbouring authority. It is therefore difficult to secure a collaborative advantage because baselines from the outset are so different.
22. A further barrier to collaboration is the time and resource required to progress joint working to a stage where tangible benefits are realised. Experiences of collaboration to date reveal the amount of project management expertise required to facilitate the

joint working can be significant, as well as the commitment of staff and Members to the joint working initiative. Collaboration among local authorities is not a 'a quick fix.'

23. Governance issues around decision-making can be a barrier to collaborative working, especially where decisions in terms of allocation of spend arise. In grant funding terms each Local Authority has different financial regulations which can act as a barrier to the delivery of collaborative projects.

The models of governance and accountability adopted when collaboration takes place

24. The WLGA commissioned a review of governance models and associated practical advice (<http://www.wlga.gov.uk/publications-and-consultation-responses-rb/wlga-legal-guidance-for-collaboration>). The different models of governance and accountability are reflected in practise across Wales: from Joint Committees (e.g. transport or waste management consortia) to not for profit companies limited by guarantee (e.g. Education Achievement Service for South East Wales); from informal unincorporated partnership arrangements (e.g. Economic Ambition Board in North Wales and Regional Learning Partnership in Central and South West Wales) to forums established by Ministers (e.g. National Social Services Partnership Forum) providing political leadership.
25. Scrutiny arrangements of regional working have not been consistently applied but it is generally accepted that local scrutiny arrangements of regional working allow for a robust review and that effective local scrutiny increases the visibility of regional working for local Members.

The overall costs and benefits of collaborating to deliver local government services

26. The record of the collaborations established in Wales in improving services and delivering savings are generally good but there have been some mixed results. The scale of the collaborations have generally been small when measured by employees and operating costs so that the impact in terms of savings are not significant in the bigger picture. Local Authorities have found it easier to make significant savings internally rather than through collaboration.
27. There are some notable exceptions and these have tended to be in the area of procurement (waste management and social care). Notwithstanding the smaller scale, the benefits of collaboration between local authorities are quantifiable and have been captured through the RPBs, as well as the work of the Organisational Development and Simpson Implementation (ODSI) Group on the Compact which is due to report at

the end of September. The benefits may be summarised as follows with some examples highlighted:

- **Service resilience** (e.g. Central Wales Infrastructure Collaboration and Professional Construction Services South West Wales programmes focused on highways and technical services; library service collaboration and shared legal services in each of the three WLGA regions; collaboration in specialist services such as trading standards/ animal health; traffic management);
- **Efficiency savings** associated with procurement (e.g. waste management; social care; legal services and ICT);
- **Economies of scale** (e.g. housing services; waste management; education; telecare);
- **Cost avoidance** (e.g. social care collaboration in commissioning of services).
- **Strategic planning** (e.g. transportation; economic development; skills and learning and regeneration);
- **Staff/ workforce development** (e.g. shared training and workforce development programmes in specialist areas, including school improvement services);
- **Optimisation of external funding** opportunities through strategic planning and delivery (e.g. European Structural Funds; housing grant; regeneration funding) and
- **Sharing of good practice** (e.g. addressing the pressures and complexities of Welfare Reform changes).

CONCLUSION

28. Local government has been committed to collaboration between Councils and also to engagement with other public service partners for many years. The response to Welsh Government's policy to encourage increased collaboration has been positive, although the barriers to joint working are not always fully acknowledged. In terms of large scale efficiencies collaboration has not yielded significant savings, as the approach has generally been incremental, but some efficiencies, cost avoidance and service resilience benefits have been identified and are ongoing. The WLGA awaits the outcome of the Public Service Commission review with interest. In the face of increased service pressures and financial cuts, collaboration is not a panacea, although it is a useful contributor, especially in some particularly challenging service areas where common solutions to demanding issues require a joined up approach.

- Appendix 1 North Wales Leading and Learning: The Experience of Collaboration in North Wales (November 2008)
- Appendix 2 North Wales Review of Collaboration Autumn 2007
- Appendix 3 North Wales Regional Leadership Board *Leading Public Services* Collaboration Portfolio and Funding Update
- Appendix 4 Central and South West Wales September 2013
- Appendix 5 South West Wales SET Booklet 2012

For further information please contact:

Sara Harvey Regional Coordinator Central and South West Wales Sara.Harvey@wlga.gov.uk Welsh Local Government Association Tel: 07787 57887	Susan Perkins Regional Coordinator South East Wales and WLGA Rural Forum Susan.Perkins@wlga.gov.uk Welsh Local Government Association Tel: 07775 743561	Stephen Jones Regional Coordinator North Wales Stephen.Jones@wlga.gov.uk Welsh Local Government Association Tel: 07775 885053
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Leading and Learning: The experience of collaboration in North Wales

November 2008



WLGA • CLILC



Contact

Welsh Local Government Association

The WLGA's primary purposes are to promote better local government, its reputation and to support authorities in the development of policies and priorities which will improve public services and democracy.

It represents the 22 local authorities in Wales, with the 4 police authorities, 3 fire and rescue authorities and 3 national park authorities as associate members.

Welsh Local Government Association

Drake Walk
Cardiff
CF10 4LG

Tel: 029 2046 8600

Fax: 029 2046 8601

www.wlga.gov.uk

Author: Stephen Jones, WLGA Regional Co-ordinator, North Wales
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Introduction

The North Wales Regional Partnership Board consists of the Leaders and Chief Executives of the six North Wales local authorities. It was established in 2006 as a sub-committee of the Welsh Local Government Association (WLGA) to take forward the *Making the Connections* efficiency, improvement and transformation agenda for public services.

Over the past two years the Board has:

1. Led and tested the practical bounds of the collaboration agenda through its ambition and commitment to improvement, citizen-centred services and working beyond boundaries, thereby establishing important learning on the realities of *Making the Connections*.
2. Considered potential roles for the Board in place shaping and integration of public services in North Wales and campaigned on specific issues and sponsored dialogue with public services generally in North Wales. This role is essential in the light of the linkage of economic, transport, health and criminal justice services in North Wales to corresponding services and networks across the English border in West Cheshire, Southern Greater Manchester and Merseyside.



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL



CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL



The Board in action

The North Wales Regional Partnership Board acted swiftly and decisively to respond to the *Making the Connections* agenda, holding a symposium of senior managers in Wrexham in 2006, which selected 6 projects to test the feasibility of collaborative working:

Locally funded:

- Decriminalised Parking
- Specialist Planning Services

Making the Connections funded:

- Revenues and Benefits
- School Transport
- Telecare
- Adoption Services

The Telecare and Adoption projects were led by The North Wales Social Services Improvement Collaborative (NWSSIC) on behalf of the Board.

The Board also supported a cross public sector North Wales procurement project sponsored by Value Wales and the North

Wales Procurement Forum.

The Board published a statement of intent, a constitution, mission and vision document.

The Board has also established a strong infrastructure to support the management of its portfolio of collaborative projects.

The Collaboration Officer Group (COG) was set up to help the Board and the North Wales Chief Executive's Forum to deliver collaboration projects. The Group publishes guidance for collaborative projects, undertakes the detailed functions of project support, challenge, review and selects projects for sign off by the Board.

The Board has encouraged professional groups in North Wales to undertake collaborative projects. There has been particular success in the field of Social Services where the Social Services Improvement Agency Regional Co-ordinator has enabled the region's Social Services Directors to work together on a portfolio of significant projects. In 2007 NWSSIC commenced a major review of Learning Disability Services and a



River Conwy, Llanrwst, North Wales



community care project with the NHS to reduce the number of elderly people with chronic medical conditions admitted to hospital. Both these projects are supported by the *Making the Connections* Improvement Fund.

The Board issues regular newsletters and updates to elected members and staff. Information days have also been held for the Trade Unions. The Board is seeking to build up the expectation of collaborative change in each local authority.

North Wales local authorities are responding positively to the agenda of local integration of services. Wrexham County Borough Council and Gwynedd Council are pilots for Local Service Boards and Local Service Agreements.

There are also joint service delivery arrangements with the NHS for mental health in Conwy County Borough Council and Denbighshire County Council.

Each individual local authority in North Wales has local projects that address the *Making the Connections* themes of developing citizen centred services, deploying new technology and modernising services to make them more efficient and investing in the workforce.

The Board has articulated a North Wales Voice, campaigning for a prison in North Wales and making representations to ministers on issues as diverse as re-organisation of the Health Service in Wales, and also seeking assurances that the Welsh Assembly Government (WAG) offices proposed for Llandudno Junction will be built by 2010.

Achievement and Learning

Achievement

The Board has delivered the only jointly delivered local authority service arising from the *Making the Connections* initiative, The Wales Penalty Processing Partnership. This partnership collects parking fines on behalf of four of the North Wales local authorities and is growing and reducing the costs of processing fines.

The Board has encouraged strong collaborative working within key professions in the region.

- The North Wales Social Services Improvement Collaborative (NWSSIC) produced feasibility reports on Adoption and Telecare services. Work is ongoing to develop joint policies and services with funding from the *Making the Connections* Improvement Fund for both projects.
- The Adoption Project is enabling North Wales local authorities to meet new statutory services at less cost and to plan for reducing high cost placements of looked after children through increased levels of adoption that will be enabled by new regional services to recruit adopters.
- The Planning, Highways and Transportation communities will pilot shared specialist planning services and a joint Head of Highways and Transportation between Conwy County Borough Council and Denbighshire County Council with the long term potential of a joint service being created. They have also worked together closely on Regional Transport Planning and Highways Maintenance in TAITH and the

Regional Highways Agency.

The Board has set up the North Wales Procurement Partnership which will work with professional user groups across the region to let firm, collaborative procurement contracts to improve value for money.

Commitment to collaborative working by the Board has enabled the development of a regional waste project to dispose of residual waste, The North Wales Waste Treatment Project (NWWTP).

Feasibility studies in transport and revenues have led to the development of collaborative improvement partnerships where review of performance and processes will yield savings and service improvements by spinning out the best processes and IT solutions from the best performer to the partners.

Over two years the Board has secured investment of £650k in innovation and research into collaborative service delivery at a local cost of around £250k. Most of the projects invested in are still live and will deliver future benefits.

Learning and Risk Management of Collaboration

The Board's projects have also yielded valuable learning about risks and barriers to collaboration:

- It is difficult to drive through collaborative projects on a *top down* basis. Without strong engagement of professions and elected members in the *Making the Connections* agenda the advocates of collaboration and change could be politically and organisationally isolated.

- There are substantial costs and risks in sizeable change projects based on upfront investment in IT, restructuring costs and the challenge of maintaining short term performance levels prior to realising improvement and efficiencies.
- Collaboration is complex and time-consuming. Radical change can be politically difficult, whilst consensual change has many current interests to accommodate which can dilute benefits and slow progress.

It has proven difficult to align the interests of all six local authorities in larger projects and change proposals. Each local authority will be at a different stage for each service that is considered as suitable for collaborative service delivery.

Well-documented barriers to change are:

- Fear of losing control over functions
- Lack of clear governance models which relates to the control issue
- Fear of disruption to services in the short /medium term outweighing the benefits of change
- Lack of investment cash for transitional and restructuring costs
- A natural caution of wanting evidence of similar arrangements working elsewhere. (Innovation involves a higher degree of risk.)
- Skills, capacity and competition with the day job
- Securing data and agreement on the accuracy of data
- A perception that regular, professional meetings are collaboration
- Fear of loss of quality, public sector jobs from the local economy.

Some of these risk factors and barriers have yet to be overcome.

Smaller, professionally driven projects are easier to deliver, with fewer risks and barriers but have lower potential benefits than ambitious, riskier and contentious projects. Even small projects often require political and managerial leadership and investment of time. The investment of time in collaboration projects in the early phase of joint working appears disproportionate to the benefit from the individual projects but is necessary to break the pattern of current mindsets and establish a culture of collaboration based on successful pilot projects.



North Wales Church

Joint service delivery: Collaboration is a means to an end?



The Board is strongly committed to an ambitious and challenging agenda of public service improvement and has the ideas and experience to contribute to the mission of improving Welsh public services.

Local authority services are facing great challenges:

- Financial constraint
- Growing demand for services, driven by demographic trends
- Strong consumer pressure for choice and more individualised service
- Competition for talent in a strong economy
- Institutional competition from other public services, the private sector and the voluntary sector
- New roles like community leadership and re-connecting with communities in

- order to speak for local people
- Working with other public services, often competitors, to integrate public services

Collaboration and partnerships have significant potential to help local authorities meet the challenge of improvement, greater efficiency and transformation in a way that is locally determined. Collaboration and joint service delivery are tools to deliver change and efficiencies without prescription or a re-organisation of local government.

Equally, the Board provides councils with a platform to co-ordinate working with single bodies in North Wales like the Police and the proposed new Health Board.

Breaking down the barriers

There is already a strong tradition of collaboration in Wales based on professional networks sharing best practice and policy responses and joint organisations, following the 1996 re-organisation. These traditions provide a strong base to develop a new momentum towards joint service delivery.

Policy Framework and Localist Principles

- Continuing advocacy of the need to change particularly with elected members outside the leadership circles
- Focus on outcomes, modernisation and citizen-centred services
- Advocacy of a local authority model that re-assures members of control over policy if not direct delivery (commissioning model)
- Guidance and transition funding for specific types of favoured collaboration e.g. back office services, regional commissioning of social care as examples
- Using successful models with pooled budgets like TAITH to drive collaboration in chosen areas
- Flexibility relating to performance regimes at the start up of major new

services (temporary performance dip etc.)

- Fewer central initiatives enabling local authorities to focus on improvement

Developing Change and Improvement Resources

- Development of governance models, review toolkits and guides to process and service improvement, drawing on national Audit Commission publications, IDEA materials, HR Guides and Consultancy models (Lean, SPRINT, Six Sigma, Quality Management, Balanced Scorecard/ Performance Management etc.)
- Incentives for change and reducing risk: resources for investment and restructuring, such as a national invest to save fund to support bigger projects, services able to keep savings for re-investment etc.
- Investment in capacity and people who can deliver change on the ground (e.g. SSIA, IDEA, interim arrangements) - commercial consultants are expensive and sometimes experience resistance from the groups they are asked to work with.



Future Board Strategy

The Board's strategy is to promote one or two substantial collaborative projects whilst encouraging and supporting many smaller and sub regionally driven projects.

The focus for the Board will be more on strategic issues but will ensure further development of infrastructure below Board level that will enable collaborative endeavours to be driven forward.

The Board will be more flexible in supporting change at different levels. For example a project could encompass 2 - 3 solutions within it enabling sub-regional solutions, joint appointments and different levels of engagement by each individual local authority.

Strategic concept for the Board will be that of an escalator where two or three authorities create a collaborative service that other local authorities can either join or replicate with other partners. The region's parking partnership developed in this way where Denbighshire County Council created a joint service with Gwynedd Council and the Isle of Anglesey County Council in 2007. Wrexham County Borough Council joined in 2008 and Flintshire County Council will join in 2009.

Advocacy, overview and obtaining resources to support change that will be delivered at the level of professional groups will also be a strong focus for the Board.

In addition, the Board will challenge professional groups to propose collaborative ideas and projects along with suggestions of the Board might assist them. This might require use of local 'invest to save' funds and the

identification of resources to support the professional groups deliver projects. A programme of events showcasing improvement, collaboration and best practice to support change and demonstrate the benefits of successful partnership working will be developed by the Board.

Where the Board supports substantial projects, project teams will be structured to deliver change rather than wholly representing the current management of the service.

The Board acknowledges that the trajectory of collaboration is not that which was envisaged in 2006 but remains determined to deliver collaborative change that is locally decided, improves services and delivers measurable efficiencies.



Snowdon, North Wales

Review of Collaboration Autumn 2007

What is regional collaboration?

The North Wales Regional Partnership Board defines regional collaboration as merging together service functions from two or more Councils into a single organisation with a unified management structure. Under this model Councils outsource services to a collaborative service managed by a joint board, lead authority or joint venture company and commission services from it by way of a contract and supporting SLA.

Most professions see collaboration as meeting together, sharing best practice, comparing services and sharing work where each authority might lead on a particular topic requiring research and policy or practice development. This might stretch to some joint management arrangements. Each profession sees itself as collaborating deeply in this way. Few see the need for changing the traditional way we deliver services or redefining collaboration to the Board's definition.

Why collaborate like the Board says?

Local government faces challenges: -

- A financial squeeze
- Demographic, regulatory and consumer pressures driving demand for "more" service
- Recruiting professionals and leaders of sufficient skill for the salaries justified by local evaluation schemes
- Modernising services from traditional service delivery departments to more flexible organisations that integrate the services that people use and need most (achieving customer/citizen focus). Requiring investment in IT and change management.

The purpose of Regional Collaboration is to provide Councils with a cost effective tool to respond to these challenges. Collaboration is one of several means to achieve improvement and more efficiency. It is not an end in itself.

What are the benefits of regional collaboration?

- Reduced management costs.
- Increase in the scale of service delivery enabling bigger and better jobs which are more competitive in the market for talent. Collaborative services will be able to buy better, more experienced leaders.
- Scale generates procurement and asset utilisation efficiencies, especially in IT
- Simplified Processes, reducing local variation
- Build on existing best practice and performance
- Opportunity to remodel and re-engineer services without too much reference to past history

These benefits have been evidenced by a number of studies. In broad terms collaboration should drive down unit costs saving 10 – 15% on long term annual operating costs.

But what's in it for me?

Corporate Leaders see collaboration as the means of: -

- Substantial, cashable medium and long term savings starting in 2009 at the latest
- A means to make some big investments affordable by making them jointly
- An opportunity to radically face the 3 big challenges (finance, demographics and modernisation)

Professional Leaders see collaboration in terms of service sustainability: -

- Ability to recruit in particular areas like bridges engineering. (Collaboration creates larger service units that are more competitive in the market for talent.)
- Ability to focus professional resources, enabling specialisation
- A means to improve productivity, increase service scope and quality

This perspective looks at collaboration primarily in terms of using collaboration to restructure and re-invest in services vulnerable to failure from recruitment, retention and skill issues. Professional leaders often violently oppose the prospect of cashable savings as this implies the cash will be taken from them.

There is a recognition that new organisations will offer staff the opportunity for additional skills and development in organisations that will offer better promotion prospects and a wider range of specialist work.

Elected members could benefit from collaborative service delivery by having more “real” resources, sustainable and better quality services for their communities and a clearer role in commissioning and performance managing services. They would have better, more effective leaders to improve their services

If Collaboration is so good why aren't we doing it now?

Most players are ambivalent about Collaboration.

- Many staff including managers see regional collaboration as a threat through job reductions, reduced resources and changes in locations.
- Members fear loss of power and influence over collaborative services in the same way as they fear partnerships and back-benchers resent executive arrangements.
- Trade union resistance to collaborative change is likely to be more effective than resistance to local change by playing on local sensitivities e.g. local employment

The personal interests (which focus on control, status and power) of many elected members and managers are put at risk by significant changes to the pattern of service delivery. Regionalisation increases the risk level of loss of control and influence.

Collaboration is not aligned with the strategic plans of Councils. Local Councils look to local change before regional collaboration. Regional and local schemes for change are often in competition. This is illustrated by each Council wanting to keep their best people working locally, not regionally, a clear statement that regional projects are not integrated into local change plans.

Change in one organisation is difficult. Regional collaboration with six Councils multiplies the challenge and complexity of change. It is time-consuming to align organisations with different needs, resources/capacity, cultures, languages, personal interests, political and social make-up. There is a lot more negotiating to be done and it's a slow process. Decisive leaders can't be bothered and just get on with it locally.

Service silos are a significant factor in inhibiting change. Services often characterise regional collaboration and business transformation as interference by the inexperienced to subordinate professions to simplistic efficiency and ill informed public opinion.

Other key barriers are: -

✚ Lack of capacity and data:

- Many of our Strategic Directors are unable to be strategic (due to workload and political pressures). The operational focus of work undermines the development of commissioning and performance management models that would underpin outsourcing to collaborative service delivery organisations.
- We lack people skilled in running projects, negotiation and delivering change.
- Inconsistency in data platforms leading to higher set up costs
- Information on the cost and performance of services often causes dispute in projects. The data anarchy environment prevents a clear view of accountability for performance and the business benefits of change and enables local divergence from project assumptions. Creating data confusion is the most common form of opposition to change.
- Most of our people have too much to do meeting local needs already,

✚ Where public service jobs are seen as the best jobs available Councils cannot be seen to be exporting them. (A dependency culture on public sector employment?)

✚ Fear of exposure of poor relative performance and then loss of function

These barriers influence our consultants in their feasibility reports. Transport is an example where the consultant concluded there was little prospect of the 6 councils working together constructively.

All these barriers are relevant to local change. They are magnified several times over in regional collaboration.

So have we achieved anything?

The Board in 2006/7 attracted £260k from the Making the Connections Improvement Fund at a cost of £20k to invest in service review and innovation.

The Board has: -

- Established an infrastructure to promote collaboration – groups, projects, processes and communications
- Raised awareness of collaboration and built a tentative commitment to give it a try
- Built relationships at the Board and started to extend them to professions
- Strengthened corporate leadership across the region
- Delivered feasibility studies and proof of concept
 - ✚ The parking project proves achievability of reduced costs from collaboration of around 15% by using the staffing productivity level of the best and savings from IT consolidation.
 - ✚ Innovative Telecare has the potential to reduce homecare costs (minimum of £100k per annum for each Council contingent on implementing Telecare), with additional savings from phasing out warden control systems and regional procurement. Telecare will improve services and social care outcomes.
 - ✚ School Transport can be improved at less unit cost through changes in scheduling school and day centre start times to reduce the number of buses/contracts required with improved records and reduced risk of health and safety incidents. Each Council should be able to save around £100k to re-invest in better services that will be required by impending regulation.

The SE Wales Shared Services Project estimated a 10 – 12 per cent reduction in long term, annual operating costs from collaboration in shared services (excludes investment).

Our revenues project aspires to reduce long term operating costs by 10 – 12%.

Savings from regional projects should be available from 2009/10 and feature increasingly in efficiency programmes thereafter.

Board Strategy

The Board's Strategy in year one was to run pilots. In Year two the emphasis changed to a multi-level approach to seek: -

- ✚ Larger projects that will save/avoid costs (learning disability and secondary care), provide savings and the platform for ongoing change (contact centres and transactional shared services)
- ✚ Promoting professionally sponsored collaboration for service sustainability.

Key Issues

Collaboration Models

Should collaboration be deployed up front to deliver change or follow delivery of change in councils 2 – 3 years down the line (the transport model)?

In the local change first scenario we do change six times and then try and bring transformed services together as in the Transport model. The risk in this model is that change is patchy and never really happens.

In a regional approach to service change we could do change once. However regionally driven change might be six times as hard as local change with a perceived, external driver which then legitimises resistance. In this scenario regionalisation drives change. The participating Councils will need similar strategies.

An exclusive local change model will delay collaboration for the medium term, though there may be a role for co-ordination of changes and sharing of BPR and change models.

The best approach is probably a mix of models. How should we determine the mix?

How should we define the Balance between Business Transformation, Cashable Savings and Sustainability of Services?

The professional view of collaboration is to yield savings for re-investment. The professional model of collaboration lacks drama and excitement but generates support. Professional leaders lack resources and capacity to lead collaborative projects which make their services more sustainable.

Cashable savings projects are almost universally despised but are vital to maintaining services through a financial squeeze.

Business transformation sounds good and is likely to deliver cashable savings and get the momentum of change going. Traditional services don't buy into business transformation, preferring service controlled, incremental change. Corporate leaders will have to push hard to launch and deliver business transformation projects.

The key question is how to engage service professions in delivering transformation and cashable savings as well as sustainability.

Aligning regional collaboration with the change strategy of each Council

Regional collaboration will always be "up against it", unless it is aligned with the change strategy of each Council and has an explicit, locally articulated and endorsed role in delivering change and improvement in each council.

This assumes that each council has a change strategy!

Direction or Consent?

The current board strategy is consensual.

It is unlikely that all six councils could sign up to a strong, directional collaborative agenda.

However smaller groups of Councils might be able to commit to a more directed strategy that is aggressively collaborative.

Is there a role for what the EU dubbed variable geometry?

Capacity and Change Management

All strategies require good change management and increased capacity.

The idea of change underpinned by a whole range of communications, training and performance goals needs to be debated and considered regionally to support alignment and promoting wider collaboration.

The whole public service improvement agenda is based on integration, partnership, collaboration and transformation. This will change the roles of elected members and senior officers in all Councils. Why not co-ordinate and collaborate in these change management activities? (Organisational Development across boundaries)

Change needs a vision for the future which spells out what it looks like and the benefits sought.

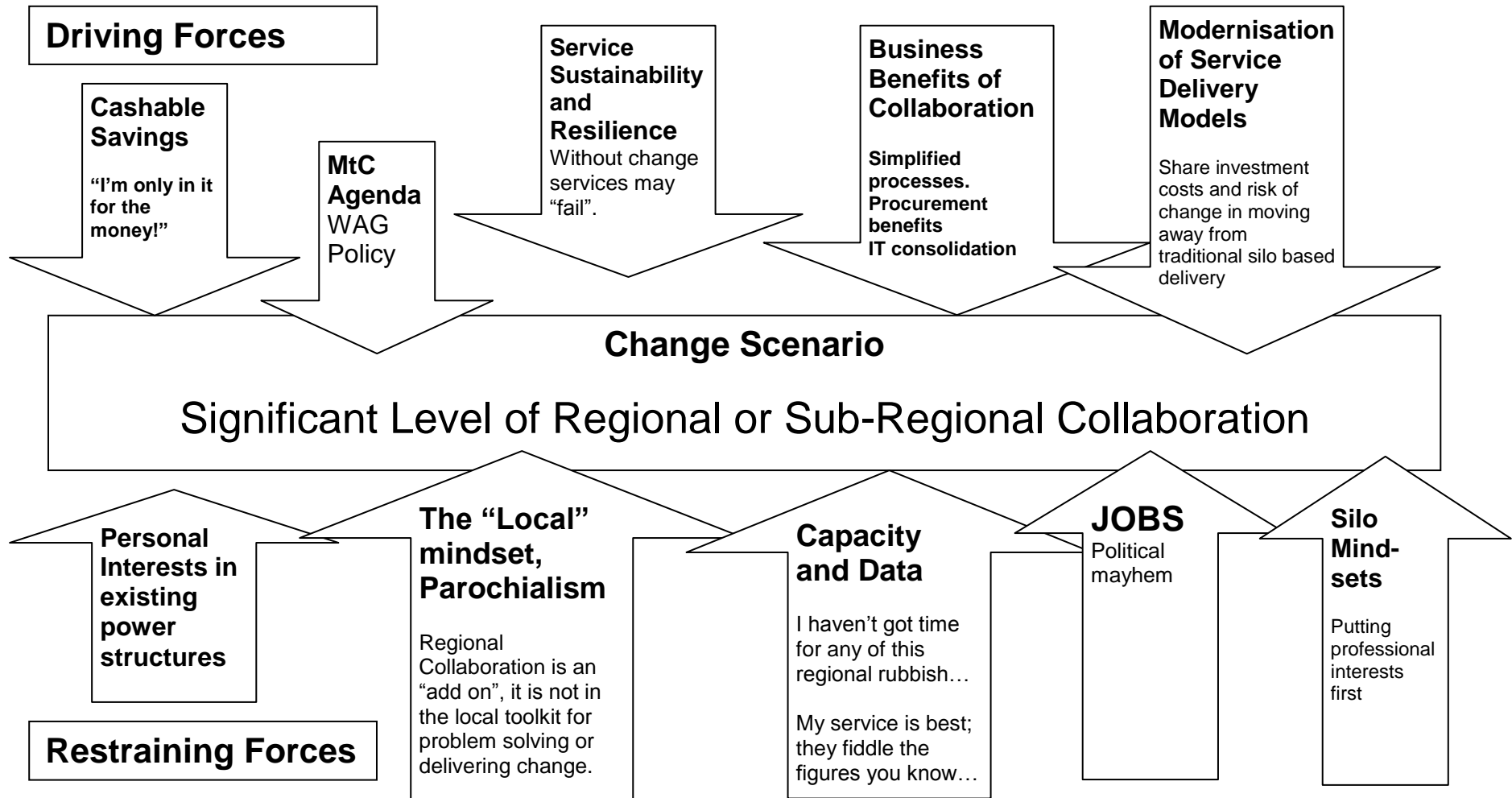
- What would a collaborative future look like?
- How many employees, volume turnover and performance could be delivered collaboratively, 20%?
- What local links, joint planning, commissioning and governance should be in place for collaboration?
- Should we run a regional Think Tank/Commission (A regional Beecham) exercise?

Alternatives

If Regional Collaboration doesn't meet the Strategic Needs of Councils, they need to consider the alternatives.

- ✚ Doing Nothing (Services decline and fail, cuts, vacancies etc.)
- ✚ Local Government Re-organisation
- ✚ Voluntary Mergers
- ✚ Going Local with Transformation – LSBs?
- ✚ Sub-Regional Approaches in/out of sector

Force Field Analysis



North Wales Regional Leadership Board

Leading Public Services

Collaboration Portfolio and Funding Update

19 July 2013

BACKGROUND

1. Collaborative working Regionally and Nationally is continuing to evolve, being driven by the North Wales Regional Leadership Board (NWRLB), the COMPACT, by operational officers and by new funding opportunities.
2. Over the last twelve months the Regional Transformation funding stream, allocated through the NWRLB, has come to an end and a new Nationally funded Regional Collaboration Fund has come in to place.
3. At a Regional level, the structures and Governance for overseeing and directing Regional collaboration work have also evolved, for example, with the establishment of the Economic Ambition Board and the integration of the Professional Networks in to the Region's collaborative governance arrangements. A summary of the Governance arrangements agreed by the NWRLB in October 2012 is shown in Appendix 1. As part of these new arrangements it has been agreed that:
 - The North Wales Regional Leadership Board retains overall responsibility for oversight of the Collaborative Portfolio. The key focus for the NWRLB is on improving collaborative projects, cross sector working and the reform of public services such as supporting the development of integrated services for vulnerable families.
 - The North Wales Chief Executive's Forum (Portfolio Management Group) will review priority projects at key gateway stages and advise the NWRLB.
 - Projects will be categorised as Regional Priority Projects (a small number of significant cross sector projects), Business as Usual Projects and Local Authority Only Collaborative Projects. The projects from the COMPACT will be classified within these categories where possible, any remaining COMPACT projects will be categorised as Other COMPACT.
 - Specific Regional Boards for example the Economic Ambition Board and the Regional Professional Networks will take responsibility for overseeing portfolios of projects by service type.

REGIONAL COLLABORATIVE PORTFOLIO

4. Taking all of the above into account, it has been possible to simplify how the Regional Collaborative Portfolio can be communicated. Attached at Appendix 2 is the Draft NWRLB Portfolio which shows on the left hand side all the active projects that are Priority projects for the NWRLB and on the right hand side all the active projects that are business as usual or Local Authority only collaboration. The list of projects is split by each Regional Board/Professional Network who are responsible for overseeing that element of the portfolio.
5. The final page of Appendix 2 shows projects that have been completed. Sub Regional Projects with 2 or 3 Authorities have not been included for this exercise.
6. An accompanying spreadsheet will be provided to the Chief Executives for information, showing a range of detail for each project, for example, Project Sponsor, Authorities involved, Governance arrangements.

MONITORING

7. It is proposed that the Chair of each Board/Professional Network provides a brief update report (verbal or written) on their element of the Portfolio, on a quarterly basis for Priority Project and a half yearly basis for the remaining projects. Individual projects will be reported on to the NWRLB and the Chief Executive's Forum, as appropriate, during their development and implementation.
8. It is proposed that the NWRLB Chair writes to each Board/Professional Network Chair with this request. The letter should cover the following:
 - The draft NWRLB Portfolio for the Board/Group to amend as necessary
 - Nominate who will attend the NWRLB to present the update
 - The format the update should take whether delivered verbally or in writing, e.g. key progress made, challenges ahead, key milestones
 - Dates of future meetings with an explanation of which projects require reporting on when.

FUNDING ANALYSIS

9. The Regional Transformation Fund was established in 2010 to provide monies to support the development and implementation of regional collaborative projects. The fund comprised of just over £1.2 million, which has been distributed across a range of projects over the last 3 years. A full breakdown of how the money has been spent and the benefits achieved is shown in Appendix 3. An extract from the summary is shown below.

Expenditure and Commitments by Programme Board

Programme Board	Expenditure Claimed	Commitments	Total	Comments
Education	£484,000	£85,354	£569,354	Underspend from fund allocated to 21st Century Schools Procurement Initiative
Social Care and Health	£120,888	£1,000	£121,888	£1,000 unclaimed against open book accounting
Environment and Regulatory Services	£302,000	£31,000	£333,000	Technical Services Consultancy unclaimed at £30k £1,000 unclaimed against Fleet Management
Support Services	£174,087	£11,671	£185,758	ICT Strategic Scoping unclaimed
Total	£1,080,975	£129,025	£1,210,000	

10. At the close of the fund, a small amount of money £129K has not been spent, either due to projects not drawing down funds allocated or the money not being allocated in the first place. It is proposed that a final check is done with projects who have funds unclaimed and any monies left unclaimed are used to fund the 21st Century Schools Procurement Initiative project.

RECOMMENDATIONS

1. That the Chair of the NWRLB writes to Chairs of the relevant Boards/Professional Groups to invite them to provide regular updates to the NWRLB on their elements of the Portfolio.
2. That any unspent funds from the closed Regional Transformation Fund are allocated to the 21st Century School Procurement Project.

Appendix 1

Extract from North Wales Regional Leadership Board Portfolio Review Report – 17 October 2012

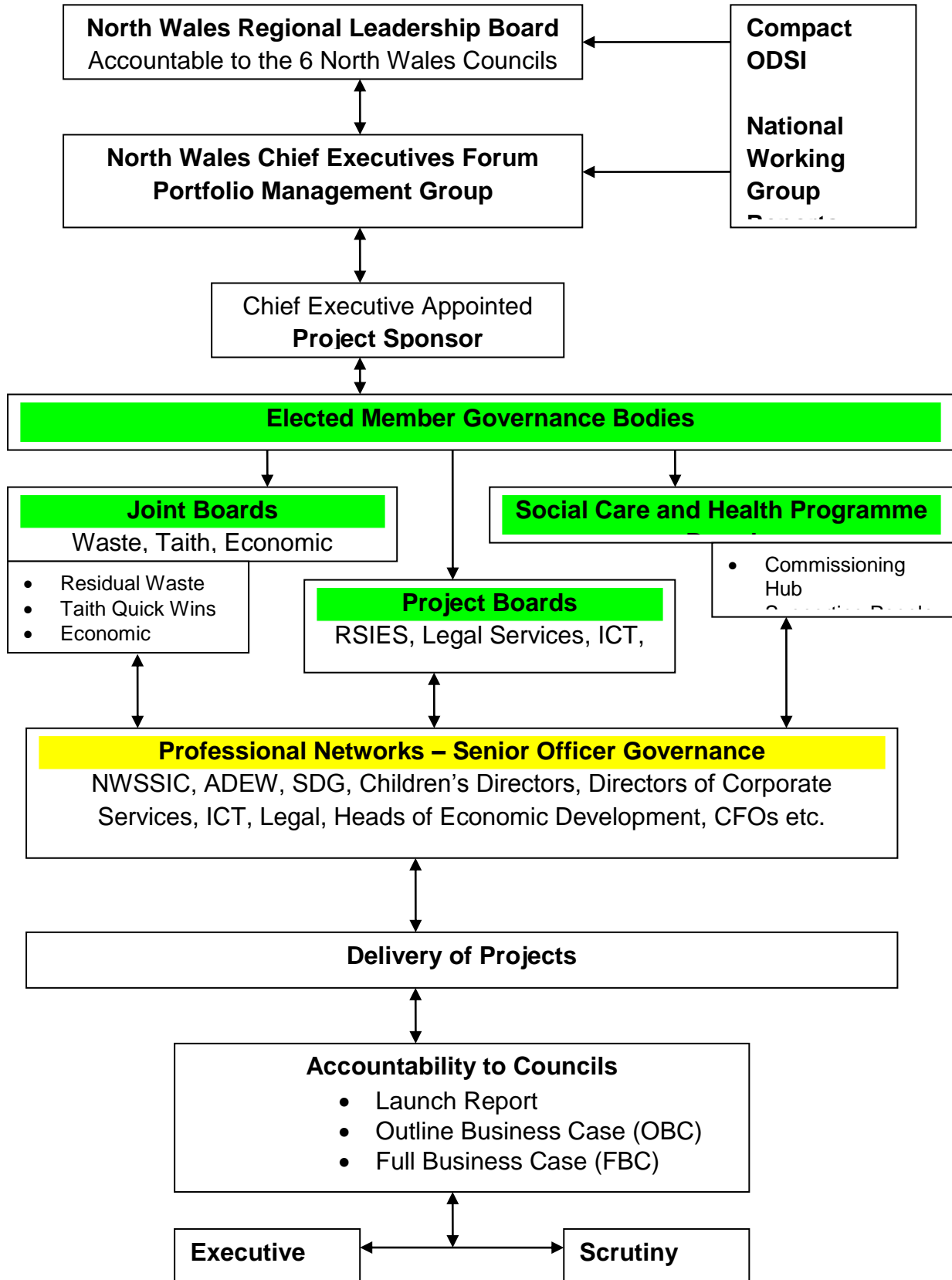
7. Key Principles for Governance of Collaboration

The governance arrangements are shown diagrammatically at Appendix 4.

- The North Wales Regional Leadership Board will retain overall responsibility for oversight of the Collaborative portfolio.
- The Leadership Board will be supported and advised by the Chief Executive Portfolio Group
- Significant Projects will have senior sponsors who will report to the CEO Portfolio Board.
- Projects will be delivered through Project Boards and specialist vehicles like joint Boards e.g. Taith, Waste Joint Committee, Economic Ambition Board.
- Project Boards will engage relevant Portfolio Holders and will be supported by the relevant professional network
- Project Boards will seek membership from the Chief Finance Officer Network
- The ODSI Board will submit regular update papers to the CEO Portfolio Group and the NWRLB.
- Project Boards and Joint Committees will report to councils with regard to substantive proposals: -
 - Launching Projects
 - Outline Business Case
 - The Full Business case
- The CEO Portfolio Management Group will review each project at the key gateway stages (Launch, OBC and FBC). CEO sponsors will be responsible for ensuring gateway reviews. CEOs may commission gateway reviews over and above the basic stages of launch, OBC and FBC. The CEO group will be accountable to the NWRLB.
- Gateway reviews will drive the process of presenting project proposals to councils
- Decision-making by Councils will involve both Executive and Scrutiny branches.

Extract from North Wales Regional Leadership Board Portfolio Review Report – 17 October 2012 – Cont'd.....

Appendix 4: Governance Structure



NWRLB Collaborative Portfolio

DRAFT

19 July 2013

DRAFT

Shared Delivery and/or Priority

****Current Projects****

Accountable Board/Network

LA only Collaboration and/or Business as Usual

-
- Home enhanced care services (with BCUHB)
 - Sustainable Social Services: A framework for action response
 - Integrated services for vulnerable families - vulnerable families working group
 - Single point of access to Social Care and Health Services **(RCF BID) with BCUHB**
 - Commissioning New Services (care services) **(RCF BID)**
 - Developing and improving safeguarding - regional board and training **(RCF BID)**
 - Pilot of multi agency safeguarding hub – Wrexham and NW Police **(RCF BID)**
 - Reducing and deterring human trafficking **(RCF BID)**

**Social Care and Health
Programme Board &
NWSSIC**

- Social Services ICT

-
- Economic Development - Energy and Environment Sector
 - Economic Development - Advanced Manufacturing Sector
 - Economic Development - Destination North Wales
 - Infrastructure Modernisation (Rail)

**Economic Ambition
Board**

-
- Integrated offender management
 - Regional Commissioning of Services (Community Safety, Youth Justice and Substance Misuse)
 - Improving Public Perception of Joint Working

Safer Communities Board

****Current Projects****

Shared Delivery and/or Priority	Accountable Board/Network	LA only Collaboration and/or Business as Usual
<input type="checkbox"/> North Wales Residual Waste Treatment Project	North Wales Residual Waste Joint Committee	<input type="checkbox"/> Waste sub regional projects x2 processing food waste
	TAITH (+ SDG)	<input type="checkbox"/> Passenger Transport (ESF Support) <input type="checkbox"/> Road Safety (ESF Support) <input type="checkbox"/> Compact Delivery (Quick Wins and Programme for Change)
	ADEW	<input type="checkbox"/> 21st Century Schools procurement initiative – major infrastructure framework <input type="checkbox"/> Education Management Information service (RCF BID)
<input type="checkbox"/> Regional Procurement Initiatives following wind up of the NWPP <input type="checkbox"/> Three County Category Management Implementation (RCF BID)	North Wales Treasurers	<input type="checkbox"/> National Procurement Service
	North Wales SCOITM	<input type="checkbox"/> ICT procurement of shared desk top environment, disaster recovery and web services
	Heads of Legal Services	<input type="checkbox"/> Legal Services collaboration (ESF Support)
	Heads of Library & Information Services	<input type="checkbox"/> Libraries <input type="checkbox"/> Archives with Cymal Support for a regional pilot

****Current Projects****

Shared Delivery and/or Priority

Accountable Board/Network

**LA only Collaboration and/or
Business as Usual**

Strategic Directors Group

- Trading Standards
- Public Protection
- Assets / E- PIMS

NWRLB directly

- Emergency Planning

OTHER COMPACT

- Pensions
 - Welsh Translation
 - Conservation and listed buildings
 - Culture and Leisure
 - Housing
 - Council Tax and NNDR
 - ICT Pilots
 - Highways and Transport Collaboration
-
-

Appendix 3

North Wales Regional Leadership Board

Regional Fund Status Report 30 June 2013

Summary

Narrative	Amount
Total Income	£1,210,000
Expenditure Claimed	£1,080,975
Commitments not claimed yet	£129,025

Breakdown of Income

Source	Amount	Comments
WLGA Improvement Fund	£160,000	Paid at the request of the Welsh Government
Council Contributions 2010/11	£350,000	
Council Contributions 2011/12	£700,000	
Total	£1,210,000.00	

Expenditure and Commitments by Programme Board

Programme Board	Expenditure Claimed	Commitments	Total	Comments
Education	£484,000	£85,354	£569,354	Under-spend from fund allocated to 21 Century Schools Procurement Initiative
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Support Services	£174,087	£11,671	£185,758	ICT Strategic Scoping unclaimed
Total	£1,080,975	£129,025	£1,210,000	

Education and Related Services

Project	Project Description	Approved Investment	Benefits	Comments
Transforming Education (Gwynedd/ADEW administrator)	Creation of a shared school improvement service for the 6 N Wales Councils	£484,000	<ul style="list-style-type: none"> • Improve schools performance • Align with SEF and delegation to schools • Align with ministerial agenda 	COMPLETED and Claimed Funded for two years to 2013 at £484k, plus a £10k contribution from Conwy to the initial phase of the project, which was contributed and refunded. Two tranches paid at £242k in total paid.
21st Century Schools Regional Procurement Initiative		£85,354	<ul style="list-style-type: none"> • Align with Welsh Government agenda and enable draw-down of WG funds • Potential savings on procurement process 	NOT CLAIMED YET Balance of fund allocated to fund this project
Total		£569,354		

Savings were sought from the Transforming Education Project initially. As the project developed the savings targets were removed from the project benefits.

Social Care and Health

Project	Project Description	Approved Investment	Benefits	Comments
Social Care Commissioning Hub Phase 1 (Denbighshire Administrator)	Creation of a small specialist unit to procure and contract manage high cost low volume placements for children's adults and LD services for the 6 N Wales Councils	£109,888	<ul style="list-style-type: none"> £3m per annum savings split 50:50 between LAs and BCUHB (£1.5m for LAs) Improved outcomes for clients Cost Avoidance, dealing with demographic pressure on the service 	COMPLETED and Claimed £1,000 unclaimed £30K was granted for extension of open book accounting from LD to PSI and Adult Mental Health placements - £1,000 unclaimed. £50k was granted for consultancy work to produce an OBC and options appraisal Capita Consulting delivered the work A further £30k was granted in March 2012 to undertake implementation work.
Supporting People (Flintshire Administrator)	Preparatory work on how to move to regional commissioning of Supporting People. Initial work canvassing opinion on potential options	£12,000	<ul style="list-style-type: none"> Ameliorate loss of grant monies (initially) Align with ministerial/WG agenda for Sustainable Social Services 	COMPLETED and Claimed Work delivered
Total		£121,888		

Savings for the Commissioning Hub estimated from the Business Plan. Actual savings are not yet confirmed.

Environment and Regulatory Services

Project	Project Description	Approved Investment	Benefits	Comments
Fleet Management Programme: Phase 1 Phase 2 Wrexham Administrator)	Scoping and Base-ling Consultancy for each council	£105,000	<ul style="list-style-type: none"> • Aiming for 10% savings over time £2.8m • Phase 1 looking for improvements in management of the fleet and reduced number of vehicles – greater utilisation, Fuel and insurance savings • Total Phase 1 estimated at £750k per annum 	£1000 NOT YET CLAIMED Phase 1 of £30k funding to scope and review the service. Consultants employed on a performance share basis Phase 2 £75k regionally funded 50% regional fund, 50% individual councils on population to provide each council with advice as part of Phase 1 work.
Taith Extension (Flintshire Administrator)	Scoping and Base -Lining	£30,000	<ul style="list-style-type: none"> • Develop ideas to take forward • Proposals for Taith to put to the Minister 	COMPLETED and Claimed Work delivered
Transport (Flintshire Administrator)	<ul style="list-style-type: none"> • Individual consultancy for each council • Review of policies and demand reduction opportunities • Review of Management Structures • Review of procurement and route planning management (pilot exercises) 	£80,000	<ul style="list-style-type: none"> • Complete the project • Aim to save £1.4m • Further Cost avoidance – reducing demand for transport through better targeting • Savings from improved management of contracted spend 	Outline Business Case COMPLETED and Claimed Complements a range of other funding sources Complex range of stakeholders Covers home school transport (SEN and Mainstream), Local Bus Network and Social Services

Savings estimates for Fleet Management were based on the business cases for funding. Actual savings will differ from the business case and were realised on a council by council basis. The more councils implemented consultancy advice, the more they could save. In some cases the appetite for implementing advice was partial.

Work is still ongoing on passenger transport to make savings. Some savings were realised through procurement improvement during the consultancy project.

Project	Project Description	Approved Investment	Benefits	Comments
Community Transport (Wrexham Administrator)	<ul style="list-style-type: none"> Pilot new model of Community Transport with the scope to grow and deliver a wider range of services 	£50,000	<ul style="list-style-type: none"> Better value for money from transport spend Proof of concept of repackaging work to grow community transport 	COMPLETED and Claimed
Technical Services (Conwy Administrator)	<ul style="list-style-type: none"> Scoping, Base-lining and Consultation on Options 	£30,000	<ul style="list-style-type: none"> TBC 	£30,000 NOT CLAIMED Project closed
Economic Development Audit	<ul style="list-style-type: none"> Audit of Economic Development Services 	£38,000	<ul style="list-style-type: none"> Better targeting of services 	COMPLETED and Claimed Contribution to the Esys study from LAs and the WG. Phase 1 £10k, Phase 2 £28k for project management and consultancy. <i>This work led to the establishment of the Economic Ambition Board</i>
	Total	£333,000.00		

Support Services

Project	Project Description	Approved Investment	Benefits	Comments
Single Person Discount Review	Review of all SPDs	£25,000	<ul style="list-style-type: none"> £1.4m one off saving 	COMPLETED and Claimed Contribution to consultancy costs. Northgate Consulting delivering the work.
Procurement	Review of Procurement Function and production of options for closer regional working with OBC	£87,625	<ul style="list-style-type: none"> Better professional service Acceleration of procurement benefits 1.25% savings on influence-able spend – say £5m Effective linkage of procurement to the regeneration agenda 	COMPLETED and Claimed Led to the 3 county Procurement Project.
Legal Services	Production of a business and implementation for a work sharing scheme to develop local authority legal capacity	£30,000	<ul style="list-style-type: none"> Improved resilience Savings of 5% 	Claimed
Programme Management	Support to the board – BCUHB secondee	£27,043	<ul style="list-style-type: none"> Delivery of the Deloittes Review 	COMPLETED and Claimed The support was provided in two phases – a secondment from BCUHB at £17,683 and then Gwynedd Council at £9360.
Collaboration Event 16.9.11	16 th September 2011	£4,419	<ul style="list-style-type: none"> Greater awareness and engagement in the Board's collaborative programme 	COMPLETED and Claimed Protects investment in projects and helps with delivery of projects through the political process
ICT Strategic Scoping Review	A review of the ICT services in the region and the readiness of councils to collaborate on standardising systems	£11,671	<ul style="list-style-type: none"> TBC 	NOT CLAIMED YET £11,671
Total		£185,758		

Council Contributions

Council	2010/2011	2011/2012	Total
	£	£	£
Flintshire County Council	77,885.00	155,770.00	233,655.00
Gwynedd County Council	61,170.00	122,340.00	183,510.00
Wrexham County Borough Council	67,620.00	135,240.00	202,860.00
Denbighshire County Council	49,765.00	99,530.00	149,295.00
Ynys Mon County Council	35,740.00	71,480.00	107,220.00
Conwy County Borough Council	57,820.00	115,640.00	173,460.00
Totals	350,000.00	700,000.00	1,050,000.00

Review of Collaboration Autumn 2007

What is regional collaboration?

The North Wales Regional Partnership Board defines regional collaboration as merging together service functions from two or more Councils into a single organisation with a unified management structure. Under this model Councils outsource services to a collaborative service managed by a joint board, lead authority or joint venture company and commission services from it by way of a contract and supporting SLA.

Most professions see collaboration as meeting together, sharing best practice, comparing services and sharing work where each authority might lead on a particular topic requiring research and policy or practice development. This might stretch to some joint management arrangements. Each profession sees itself as collaborating deeply in this way. Few see the need for changing the traditional way we deliver services or redefining collaboration to the Board's definition.

Why collaborate like the Board says?

Local government faces challenges: -

- A financial squeeze
- Demographic, regulatory and consumer pressures driving demand for "more" service
- Recruiting professionals and leaders of sufficient skill for the salaries justified by local evaluation schemes
- Modernising services from traditional service delivery departments to more flexible organisations that integrate the services that people use and need most (achieving customer/citizen focus). Requiring investment in IT and change management.

The purpose of Regional Collaboration is to provide Councils with a cost effective tool to respond to these challenges. Collaboration is one of several means to achieve improvement and more efficiency. It is not an end in itself.

What are the benefits of regional collaboration?

- Reduced management costs.
- Increase in the scale of service delivery enabling bigger and better jobs which are more competitive in the market for talent. Collaborative services will be able to buy better, more experienced leaders.
- Scale generates procurement and asset utilisation efficiencies, especially in IT
- Simplified Processes, reducing local variation
- Build on existing best practice and performance
- Opportunity to remodel and re-engineer services without too much reference to past history

These benefits have been evidenced by a number of studies. In broad terms collaboration should drive down unit costs saving 10 – 15% on long term annual operating costs.

But what's in it for me?

Corporate Leaders see collaboration as the means of: -

- Substantial, cashable medium and long term savings starting in 2009 at the latest
- A means to make some big investments affordable by making them jointly
- An opportunity to radically face the 3 big challenges (finance, demographics and modernisation)

Professional Leaders see collaboration in terms of service sustainability: -

- Ability to recruit in particular areas like bridges engineering. (Collaboration creates larger service units that are more competitive in the market for talent.)
- Ability to focus professional resources, enabling specialisation
- A means to improve productivity, increase service scope and quality

This perspective looks at collaboration primarily in terms of using collaboration to restructure and re-invest in services vulnerable to failure from recruitment, retention and skill issues. Professional leaders often violently oppose the prospect of cashable savings as this implies the cash will be taken from them.

There is a recognition that new organisations will offer staff the opportunity for additional skills and development in organisations that will offer better promotion prospects and a wider range of specialist work.

Elected members could benefit from collaborative service delivery by having more “real” resources, sustainable and better quality services for their communities and a clearer role in commissioning and performance managing services. They would have better, more effective leaders to improve their services

If Collaboration is so good why aren't we doing it now?

Most players are ambivalent about Collaboration.

- Many staff including managers see regional collaboration as a threat through job reductions, reduced resources and changes in locations.
- Members fear loss of power and influence over collaborative services in the same way as they fear partnerships and back-benchers resent executive arrangements.
- Trade union resistance to collaborative change is likely to be more effective than resistance to local change by playing on local sensitivities e.g. local employment

The personal interests (which focus on control, status and power) of many elected members and managers are put at risk by significant changes to the pattern of service delivery. Regionalisation increases the risk level of loss of control and influence.

Collaboration is not aligned with the strategic plans of Councils. Local Councils look to local change before regional collaboration. Regional and local schemes for change are often in competition. This is illustrated by each Council wanting to keep their best people working locally, not regionally, a clear statement that regional projects are not integrated into local change plans.

Change in one organisation is difficult. Regional collaboration with six Councils multiplies the challenge and complexity of change. It is time-consuming to align organisations with different needs, resources/capacity, cultures, languages, personal interests, political and social make-up. There is a lot more negotiating to be done and it's a slow process. Decisive leaders can't be bothered and just get on with it locally.

Service silos are a significant factor in inhibiting change. Services often characterise regional collaboration and business transformation as interference by the inexperienced to subordinate professions to simplistic efficiency and ill informed public opinion.

Other key barriers are: -

✚ Lack of capacity and data:

- Many of our Strategic Directors are unable to be strategic (due to workload and political pressures). The operational focus of work undermines the development of commissioning and performance management models that would underpin outsourcing to collaborative service delivery organisations.
- We lack people skilled in running projects, negotiation and delivering change.
- Inconsistency in data platforms leading to higher set up costs
- Information on the cost and performance of services often causes dispute in projects. The data anarchy environment prevents a clear view of accountability for performance and the business benefits of change and enables local divergence from project assumptions. Creating data confusion is the most common form of opposition to change.
- Most of our people have too much to do meeting local needs already,

✚ Where public service jobs are seen as the best jobs available Councils cannot be seen to be exporting them. (A dependency culture on public sector employment?)

✚ Fear of exposure of poor relative performance and then loss of function

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Collaboration Models

Should collaboration be deployed up front to deliver change or follow delivery of change in councils 2 – 3 years down the line (the transport model)?

In the local change first scenario we do change six times and then try and bring transformed services together as in the Transport model. The risk in this model is that change is patchy and never really happens.

In a regional approach to service change we could do change once. However regionally driven change might be six times as hard as local change with a perceived, external driver which then legitimises resistance. In this scenario regionalisation drives change. The participating Councils will need similar strategies.

An exclusive local change model will delay collaboration for the medium term, though there may be a role for co-ordination of changes and sharing of BPR and change models.

The best approach is probably a mix of models. How should we determine the mix?

How should we define the Balance between Business Transformation, Cashable Savings and Sustainability of Services?

The professional view of collaboration is to yield savings for re-investment. The professional model of collaboration lacks drama and excitement but generates support. Professional leaders lack resources and capacity to lead collaborative projects which make their services more sustainable.

Cashable savings projects are almost universally despised but are vital to maintaining services through a financial squeeze.

Business transformation sounds good and is likely to deliver cashable savings and get the momentum of change going. Traditional services don't buy into business transformation, preferring service controlled, incremental change. Corporate leaders will have to push hard to launch and deliver business transformation projects.

The key question is how to engage service professions in delivering transformation and cashable savings as well as sustainability.

Aligning regional collaboration with the change strategy of each Council

Regional collaboration will always be "up against it", unless it is aligned with the change strategy of each Council and has an explicit, locally articulated and endorsed role in delivering change and improvement in each council.

This assumes that each council has a change strategy!

Direction or Consent?

The current board strategy is consensual.

It is unlikely that all six councils could sign up to a strong, directional collaborative agenda.

However smaller groups of Councils might be able to commit to a more directed strategy that is aggressively collaborative.

Is there a role for what the EU dubbed variable geometry?

Capacity and Change Management

All strategies require good change management and increased capacity.

The idea of change underpinned by a whole range of communications, training and performance goals needs to be debated and considered regionally to support alignment and promoting wider collaboration.

The whole public service improvement agenda is based on integration, partnership, collaboration and transformation. This will change the roles of elected members and senior officers in all Councils. Why not co-ordinate and collaborate in these change management activities? (Organisational Development across boundaries)

Change needs a vision for the future which spells out what it looks like and the benefits sought.

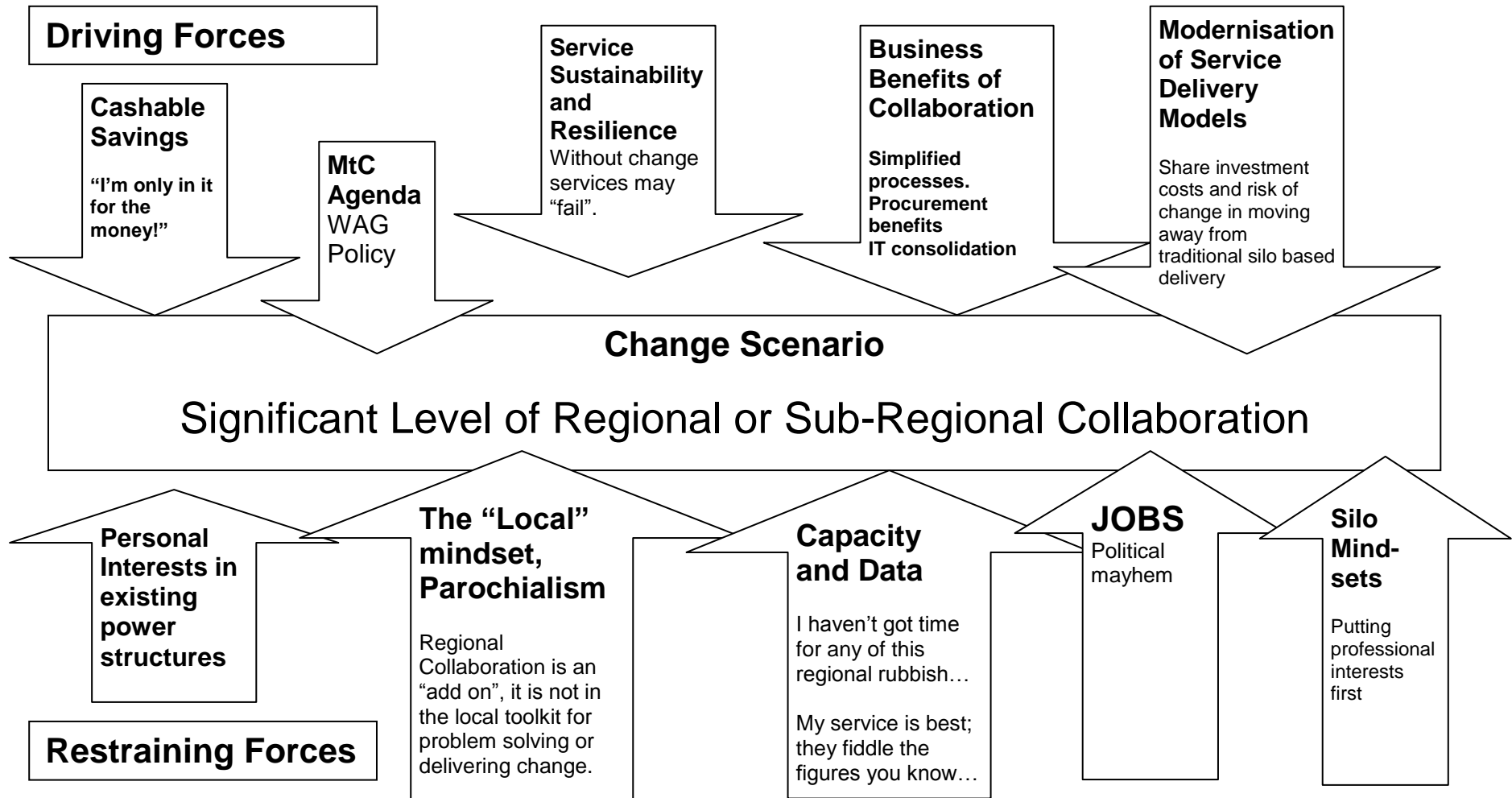
- What would a collaborative future look like?
- How many employees, volume turnover and performance could be delivered collaboratively, 20%?
- What local links, joint planning, commissioning and governance should be in place for collaboration?
- Should we run a regional Think Tank/Commission (A regional Beecham) exercise?

Alternatives

If Regional Collaboration doesn't meet the Strategic Needs of Councils, they need to consider the alternatives.

- ✚ Doing Nothing (Services decline and fail, cuts, vacancies etc.)
- ✚ Local Government Re-organisation
- ✚ Voluntary Mergers
- ✚ Going Local with Transformation – LSBs?
- ✚ Sub-Regional Approaches in/out of sector

Force Field Analysis



North Wales Regional Leadership Board

Leading Public Services

Collaboration Portfolio and Funding Update

19 July 2013

BACKGROUND

1. Collaborative working Regionally and Nationally is continuing to evolve, being driven by the North Wales Regional Leadership Board (NWRLB), the COMPACT, by operational officers and by new funding opportunities.
2. Over the last twelve months the Regional Transformation funding stream, allocated through the NWRLB, has come to an end and a new Nationally funded Regional Collaboration Fund has come in to place.
3. At a Regional level, the structures and Governance for overseeing and directing Regional collaboration work have also evolved, for example, with the establishment of the Economic Ambition Board and the integration of the Professional Networks in to the Region's collaborative governance arrangements. A summary of the Governance arrangements agreed by the NWRLB in October 2012 is shown in Appendix 1. As part of these new arrangements it has been agreed that:
 - The North Wales Regional Leadership Board retains overall responsibility for oversight of the Collaborative Portfolio. The key focus for the NWRLB is on improving collaborative projects, cross sector working and the reform of public services such as supporting the development of integrated services for vulnerable families.
 - The North Wales Chief Executive's Forum (Portfolio Management Group) will review priority projects at key gateway stages and advise the NWRLB.
 - Projects will be categorised as Regional Priority Projects (a small number of significant cross sector projects), Business as Usual Projects and Local Authority Only Collaborative Projects. The projects from the COMPACT will be classified within these categories where possible, any remaining COMPACT projects will be categorised as Other COMPACT.
 - Specific Regional Boards for example the Economic Ambition Board and the Regional Professional Networks will take responsibility for overseeing portfolios of projects by service type.

REGIONAL COLLABORATIVE PORTFOLIO

4. Taking all of the above into account, it has been possible to simplify how the Regional Collaborative Portfolio can be communicated. Attached at Appendix 2 is the Draft NWRLB Portfolio which shows on the left hand side all the active projects that are Priority projects for the NWRLB and on the right hand side all the active projects that are business as usual or Local Authority only collaboration. The list of projects is split by each Regional Board/Professional Network who are responsible for overseeing that element of the portfolio.
5. The final page of Appendix 2 shows projects that have been completed. Sub Regional Projects with 2 or 3 Authorities have not been included for this exercise.
6. An accompanying spreadsheet will be provided to the Chief Executives for information, showing a range of detail for each project, for example, Project Sponsor, Authorities involved, Governance arrangements.

MONITORING

7. It is proposed that the Chair of each Board/Professional Network provides a brief update report (verbal or written) on their element of the Portfolio, on a quarterly basis for Priority Project and a half yearly basis for the remaining projects. Individual projects will be reported on to the NWRLB and the Chief Executive's Forum, as appropriate, during their development and implementation.
8. It is proposed that the NWRLB Chair writes to each Board/Professional Network Chair with this request. The letter should cover the following:
 - The draft NWRLB Portfolio for the Board/Group to amend as necessary
 - Nominate who will attend the NWRLB to present the update
 - The format the update should take whether delivered verbally or in writing, e.g. key progress made, challenges ahead, key milestones
 - Dates of future meetings with an explanation of which projects require reporting on when.

FUNDING ANALYSIS

9. The Regional Transformation Fund was established in 2010 to provide monies to support the development and implementation of regional collaborative projects. The fund comprised of just over £1.2 million, which has been distributed across a range of projects over the last 3 years. A full breakdown of how the money has been spent and the benefits achieved is shown in Appendix 3. An extract from the summary is shown below.

Expenditure and Commitments by Programme Board

Programme Board	Expenditure Claimed	Commitments	Total	Comments
Education	£484,000	£85,354	£569,354	Underspend from fund allocated to 21st Century Schools Procurement Initiative
Social Care and Health	£120,888	£1,000	£121,888	£1,000 unclaimed against open book accounting
Environment and Regulatory Services	£302,000	£31,000	£333,000	Technical Services Consultancy unclaimed at £30k £1,000 unclaimed against Fleet Management
Support Services	£174,087	£11,671	£185,758	ICT Strategic Scoping unclaimed
Total	£1,080,975	£129,025	£1,210,000	

10. At the close of the fund, a small amount of money £129K has not been spent, either due to projects not drawing down funds allocated or the money not being allocated in the first place. It is proposed that a final check is done with projects who have funds unclaimed and any monies left unclaimed are used to fund the 21st Century Schools Procurement Initiative project.

RECOMMENDATIONS

1. That the Chair of the NWRLB writes to Chairs of the relevant Boards/Professional Groups to invite them to provide regular updates to the NWRLB on their elements of the Portfolio.
2. That any unspent funds from the closed Regional Transformation Fund are allocated to the 21st Century School Procurement Project.

Appendix 1

Extract from North Wales Regional Leadership Board Portfolio Review Report – 17 October 2012

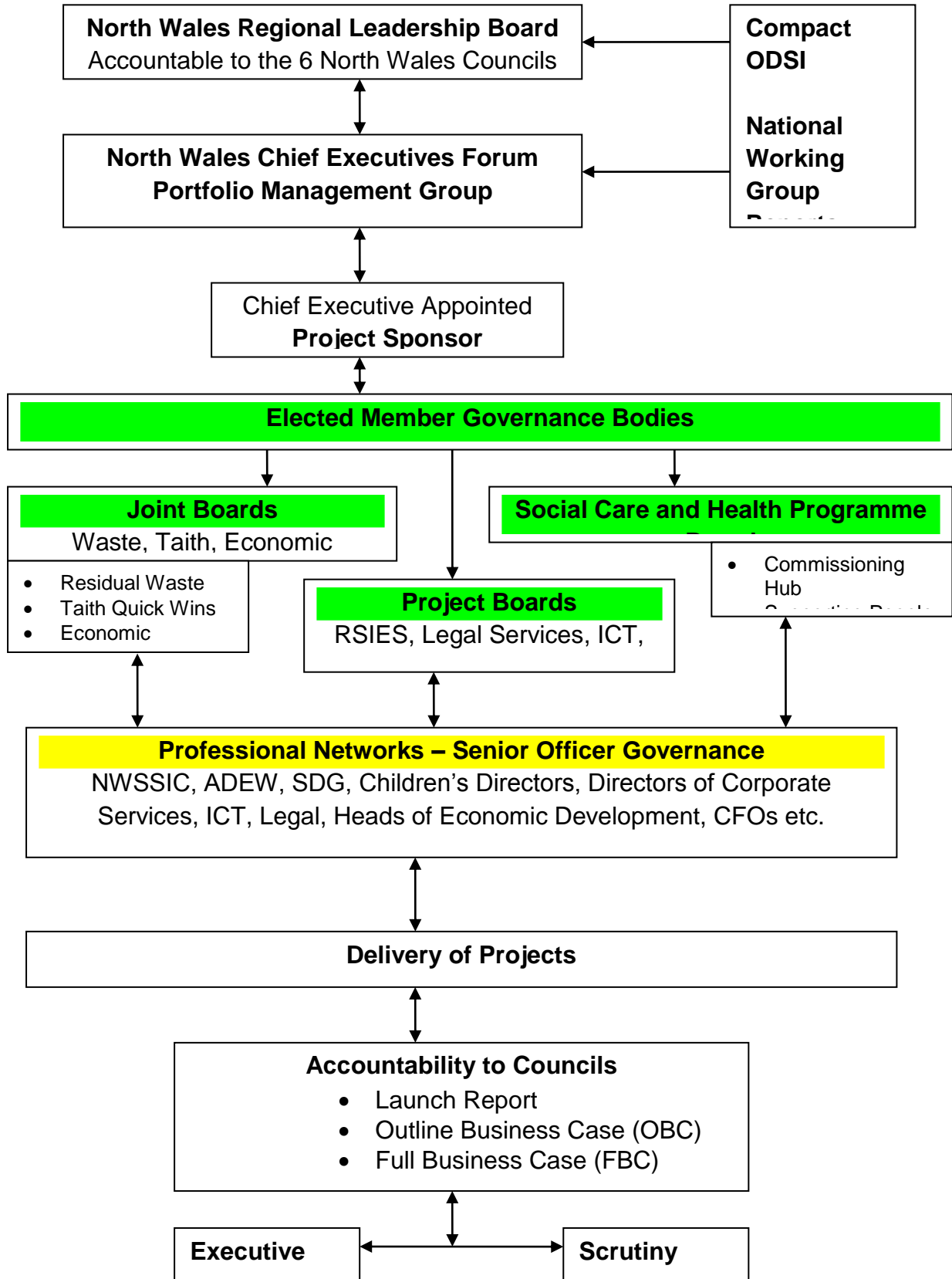
7. Key Principles for Governance of Collaboration

The governance arrangements are shown diagrammatically at Appendix 4.

- The North Wales Regional Leadership Board will retain overall responsibility for oversight of the Collaborative portfolio.
- The Leadership Board will be supported and advised by the Chief Executive Portfolio Group
- Significant Projects will have senior sponsors who will report to the CEO Portfolio Board.
- Projects will be delivered through Project Boards and specialist vehicles like joint Boards e.g. Taith, Waste Joint Committee, Economic Ambition Board.
- Project Boards will engage relevant Portfolio Holders and will be supported by the relevant professional network
- Project Boards will seek membership from the Chief Finance Officer Network
- The ODSI Board will submit regular update papers to the CEO Portfolio Group and the NWRLB.
- Project Boards and Joint Committees will report to councils with regard to substantive proposals: -
 - Launching Projects
 - Outline Business Case
 - The Full Business case
- The CEO Portfolio Management Group will review each project at the key gateway stages (Launch, OBC and FBC). CEO sponsors will be responsible for ensuring gateway reviews. CEOs may commission gateway reviews over and above the basic stages of launch, OBC and FBC. The CEO group will be accountable to the NWRLB.
- Gateway reviews will drive the process of presenting project proposals to councils
- Decision-making by Councils will involve both Executive and Scrutiny branches.

Extract from North Wales Regional Leadership Board Portfolio Review Report – 17 October 2012 – Cont'd.....

Appendix 4: Governance Structure



NWRLB Collaborative Portfolio

DRAFT

19 July 2013

DRAFT

****Current Projects****

Shared Delivery and/or Priority

Accountable Board/Network

**LA only Collaboration and/or
Business as Usual**

-
- Home enhanced care services (with BCUHB)
 - Sustainable Social Services: A framework for action response
 - Integrated services for vulnerable families - vulnerable families working group
 - Single point of access to Social Care and Health Services **(RCF BID) with BCUHB**
 - Commissioning New Services (care services) **(RCF BID)**
 - Developing and improving safeguarding - regional board and training **(RCF BID)**
 - Pilot of multi agency safeguarding hub – Wrexham and NW Police **(RCF BID)**
 - Reducing and deterring human trafficking **(RCF BID)**

**Social Care and Health
Programme Board &
NWSSIC**

- Social Services ICT

-
- Economic Development - Energy and Environment Sector
 - Economic Development - Advanced Manufacturing Sector
 - Economic Development - Destination North Wales
 - Infrastructure Modernisation (Rail)

**Economic Ambition
Board**

-
- Integrated offender management
 - Regional Commissioning of Services (Community Safety, Youth Justice and Substance Misuse)
 - Improving Public Perception of Joint Working

Safer Communities Board

****Current Projects****

Shared Delivery and/or Priority	Accountable Board/Network	LA only Collaboration and/or Business as Usual
<input type="checkbox"/> North Wales Residual Waste Treatment Project	North Wales Residual Waste Joint Committee	<input type="checkbox"/> Waste sub regional projects x2 processing food waste
	TAITH (+ SDG)	<input type="checkbox"/> Passenger Transport (ESF Support) <input type="checkbox"/> Road Safety (ESF Support) <input type="checkbox"/> Compact Delivery (Quick Wins and Programme for Change)
	ADEW	<input type="checkbox"/> 21st Century Schools procurement initiative – major infrastructure framework <input type="checkbox"/> Education Management Information service (RCF BID)
<input type="checkbox"/> Regional Procurement Initiatives following wind up of the NWPP <input type="checkbox"/> Three County Category Management Implementation (RCF BID)	North Wales Treasurers	<input type="checkbox"/> National Procurement Service
	North Wales SCOITM	<input type="checkbox"/> ICT procurement of shared desk top environment, disaster recovery and web services
	Heads of Legal Services	<input type="checkbox"/> Legal Services collaboration (ESF Support)
	Heads of Library & Information Services	<input type="checkbox"/> Libraries <input type="checkbox"/> Archives with Cymal Support for a regional pilot

****Current Projects****

Shared Delivery and/or Priority

Accountable Board/Network

**LA only Collaboration and/or
Business as Usual**

Strategic Directors Group

- Trading Standards
- Public Protection
- Assets / E- PIMS

NWRLB directly

- Emergency Planning

OTHER COMPACT

- Pensions
 - Welsh Translation
 - Conservation and listed buildings
 - Culture and Leisure
 - Housing
 - Council Tax and NNDR
 - ICT Pilots
 - Highways and Transport Collaboration
-
-

Appendix 3

North Wales Regional Leadership Board

Regional Fund Status Report 30 June 2013

Summary

Narrative	Amount
Total Income	£1,210,000
Expenditure Claimed	£1,080,975
Commitments not claimed yet	£129,025

Breakdown of Income

Source	Amount	Comments
WLGA Improvement Fund	£160,000	Paid at the request of the Welsh Government
Council Contributions 2010/11	£350,000	
Council Contributions 2011/12	£700,000	
Total	£1,210,000.00	

Expenditure and Commitments by Programme Board

Programme Board	Expenditure Claimed	Commitments	Total	Comments
Education	£484,000	£85,354	£569,354	Under-spend from fund allocated to 21 Century Schools Procurement Initiative
Social Care and Health	£120,888	£1,000	£121,888	£1,000 unclaimed against open book accounting
Environment and Regulatory Services	£302,000	£31,000	£333,000	Technical Services Consultancy unclaimed at £30k £1,000 unclaimed against Fleet Management
Support Services	£174,087	£11,671	£185,758	ICT Strategic Scoping unclaimed
Total	£1,080,975	£129,025	£1,210,000	

Education and Related Services

Project	Project Description	Approved Investment	Benefits	Comments
Transforming Education (Gwynedd/ADEW administrator)	Creation of a shared school improvement service for the 6 N Wales Councils	£484,000	<ul style="list-style-type: none"> • Improve schools performance • Align with SEF and delegation to schools • Align with ministerial agenda 	COMPLETED and Claimed Funded for two years to 2013 at £484k, plus a £10k contribution from Conwy to the initial phase of the project, which was contributed and refunded. Two tranches paid at £242k in total paid.
21st Century Schools Regional Procurement Initiative		£85,354	<ul style="list-style-type: none"> • Align with Welsh Government agenda and enable draw-down of WG funds • Potential savings on procurement process 	NOT CLAIMED YET Balance of fund allocated to fund this project
Total		£569,354		

Savings were sought from the Transforming Education Project initially. As the project developed the savings targets were removed from the project benefits.

Social Care and Health

Project	Project Description	Approved Investment	Benefits	Comments
Social Care Commissioning Hub Phase 1 (Denbighshire Administrator)	Creation of a small specialist unit to procure and contract manage high cost low volume placements for children's adults and LD services for the 6 N Wales Councils	£109,888	<ul style="list-style-type: none"> £3m per annum savings split 50:50 between LAs and BCUHB (£1.5m for LAs) Improved outcomes for clients Cost Avoidance, dealing with demographic pressure on the service 	COMPLETED and Claimed £1,000 unclaimed £30K was granted for extension of open book accounting from LD to PSI and Adult Mental Health placements - £1,000 unclaimed. £50k was granted for consultancy work to produce an OBC and options appraisal Capita Consulting delivered the work A further £30k was granted in March 2012 to undertake implementation work.
Supporting People (Flintshire Administrator)	Preparatory work on how to move to regional commissioning of Supporting People. Initial work canvassing opinion on potential options	£12,000	<ul style="list-style-type: none"> Ameliorate loss of grant monies (initially) Align with ministerial/WG agenda for Sustainable Social Services 	COMPLETED and Claimed Work delivered
Total		£121,888		

Savings for the Commissioning Hub estimated from the Business Plan. Actual savings are not yet confirmed.

Environment and Regulatory Services

Project	Project Description	Approved Investment	Benefits	Comments
Fleet Management Programme: Phase 1 Phase 2 Wrexham Administrator)	Scoping and Base-ling Consultancy for each council	£105,000	<ul style="list-style-type: none"> • Aiming for 10% savings over time £2.8m • Phase 1 looking for improvements in management of the fleet and reduced number of vehicles – greater utilisation, Fuel and insurance savings • Total Phase 1 estimated at £750k per annum 	£1000 NOT YET CLAIMED Phase 1 of £30k funding to scope and review the service. Consultants employed on a performance share basis Phase 2 £75k regionally funded 50% regional fund, 50% individual councils on population to provide each council with advice as part of Phase 1 work.
Taith Extension (Flintshire Administrator)	Scoping and Base -Lining	£30,000	<ul style="list-style-type: none"> • Develop ideas to take forward • Proposals for Taith to put to the Minister 	COMPLETED and Claimed Work delivered
Transport (Flintshire Administrator)	<ul style="list-style-type: none"> • Individual consultancy for each council • Review of policies and demand reduction opportunities • Review of Management Structures • Review of procurement and route planning management (pilot exercises) 	£80,000	<ul style="list-style-type: none"> • Complete the project • Aim to save £1.4m • Further Cost avoidance – reducing demand for transport through better targeting • Savings from improved management of contracted spend 	Outline Business Case COMPLETED and Claimed Complements a range of other funding sources Complex range of stakeholders Covers home school transport (SEN and Mainstream), Local Bus Network and Social Services

Savings estimates for Fleet Management were based on the business cases for funding. Actual savings will differ from the business case and were realised on a council by council basis. The more councils implemented consultancy advice, the more they could save. In some cases the appetite for implementing advice was partial.

Work is still ongoing on passenger transport to make savings. Some savings were realised through procurement improvement during the consultancy project.

Project	Project Description	Approved Investment	Benefits	Comments
Community Transport (Wrexham Administrator)	<ul style="list-style-type: none"> Pilot new model of Community Transport with the scope to grow and deliver a wider range of services 	£50,000	<ul style="list-style-type: none"> Better value for money from transport spend Proof of concept of repackaging work to grow community transport 	COMPLETED and Claimed
Technical Services (Conwy Administrator)	<ul style="list-style-type: none"> Scoping, Base-lining and Consultation on Options 	£30,000	<ul style="list-style-type: none"> TBC 	£30,000 NOT CLAIMED Project closed
Economic Development Audit	<ul style="list-style-type: none"> Audit of Economic Development Services 	£38,000	<ul style="list-style-type: none"> Better targeting of services 	COMPLETED and Claimed Contribution to the Esys study from LAs and the WG. Phase 1 £10k, Phase 2 £28k for project management and consultancy. <i>This work led to the establishment of the Economic Ambition Board</i>
	Total	£333,000.00		

Support Services

Project	Project Description	Approved Investment	Benefits	Comments
Single Person Discount Review	Review of all SPDs	£25,000	<ul style="list-style-type: none"> £1.4m one off saving 	COMPLETED and Claimed Contribution to consultancy costs. Northgate Consulting delivering the work.
Procurement	Review of Procurement Function and production of options for closer regional working with OBC	£87,625	<ul style="list-style-type: none"> Better professional service Acceleration of procurement benefits 1.25% savings on influence-able spend – say £5m Effective linkage of procurement to the regeneration agenda 	COMPLETED and Claimed Led to the 3 county Procurement Project.
Legal Services	Production of a business and implementation for a work sharing scheme to develop local authority legal capacity	£30,000	<ul style="list-style-type: none"> Improved resilience Savings of 5% 	Claimed
Programme Management	Support to the board – BCUHB secondee	£27,043	<ul style="list-style-type: none"> Delivery of the Deloittes Review 	COMPLETED and Claimed The support was provided in two phases – a secondment from BCUHB at £17,683 and then Gwynedd Council at £9360.
Collaboration Event 16.9.11	16 th September 2011	£4,419	<ul style="list-style-type: none"> Greater awareness and engagement in the Board's collaborative programme 	COMPLETED and Claimed Protects investment in projects and helps with delivery of projects through the political process
ICT Strategic Scoping Review	A review of the ICT services in the region and the readiness of councils to collaborate on standardising systems	£11,671	<ul style="list-style-type: none"> TBC 	NOT CLAIMED YET £11,671
Total		£185,758		

Council Contributions

Council	2010/2011	2011/2012	Total
	£	£	£
Flintshire County Council	77,885.00	155,770.00	233,655.00
Gwynedd County Council	61,170.00	122,340.00	183,510.00
Wrexham County Borough Council	67,620.00	135,240.00	202,860.00
Denbighshire County Council	49,765.00	99,530.00	149,295.00
Ynys Mon County Council	35,740.00	71,480.00	107,220.00
Conwy County Borough Council	57,820.00	115,640.00	173,460.00
Totals	350,000.00	700,000.00	1,050,000.00

Central Wales South West Wales Regional Collaboration Update



1. PURPOSE OF PAPER

The purpose of this report is to provide an update and overview of the regional working activity across the WLGA Regional Board for Central & South West Wales.

2. BACKGROUND

In June 2012, prior to the merger of the two Regional Boards, a summary report was provided to Leaders and Chief Executives setting out a summary of the activity, the geographical footprint and associated governance arrangements for the various strands of regional working. This report has been reviewed and updated.

3. REGIONAL JOINT WORKING PORTFOLIO

The priorities for regional working across the two regions are set out below, together with maps to indicate those local authorities and other public service partners engaged in the regional working.

The RPB has confirmed its strategic regional working priorities as follows:

- Education and Lifelong Learning
- Social Care and Health
- Regeneration
- Sustainable Development
- Transport
- Waste Management
- Welfare Reform

These priorities are supported by programmes of regional working either across the whole region, or on the Public Service Footprint regional boundaries (i.e. Mid & West Wales and Western Bay). Some regional

projects have progressed according to service specific, economic drivers drivers or in response to funding imperatives.

This report attempts to provide an update on the key areas of regional working which are relevant to the Regional Partnership Board. The Board is supported by two regional Trade Union Consultative Committees (South West Wales and Central Wales) and some officer groups and networks.

Education & Lifelong Learning

Six counties of South West and Mid Wales working together in establishing the Regional Integrated School Improvement Service (RISIS). The remodelling of services by individual Local Authorities within the region together with projected savings will potentially realise efficiency savings by the end of 2012/2013 financial year which are currently being quantified. The consortium is known as “ERW” (Education through Regional Working) following a rebranding and re-launch in July 2013.

The Regional, Support, Challenge and Intervention Framework (RSCIF) has been implemented across the region and is being used to ensure a consistent level of monitoring, challenge and intervention across schools in the 6 LA's.

The capacity to deliver targeted and focussed challenge, intervention and support to schools within the region is being increased through the identification and training of a pool of school based system leaders who have a wide range of skills and areas of expertise to support the team of Consortium School Improvement Officers.

A regional approach to implementing national initiatives, including the national numeracy and literacy tests and addressing the impact of social and economic disadvantage on educational attainment, is being developed thus providing schools with additional support.

Processes to ensure the consistent collection, analysis and evaluation of data and information at school, local authority and regional level have been developed and the information gathered is used to identify and inform priorities for improvement.

The partnership is utilising expertise held by staff employed by the six Local Authorities within the region and within schools in order to:-


- Decrease the number of schools in the region that are being identified as a cause for concern or underperforming
- Increasing the number of schools that are categorised as outstanding or excellent
- Improving the attendance rates in schools within the region
- Improving the performance of pupils who are socially or economically disadvantaged

Regional and National priorities and agreements are implemented within the three hubs (Carmarthenshire and Pembrokeshire; Ceredigion and Powys; Neath Port Talbot and Swansea) with all practises being informed by a consistency of regional principles.


Welsh Government Regional Collaboration Fund support has been secured to further embed delivery of two of the three hubs in Mid & West Wales where integrated services are




making further progress with shared posts between Carmarthenshire CC & Pembrokeshire CC and Ceredigion & Powys CC for example. Timescale for delivery is ongoing.		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
Governance arrangements: RISIS Partnership Board meets on a quarterly basis and reports to the Regional Partnership Board Central & South West Wales Sponsoring Leader: Cllr Alun Thomas, Neath Port Talbot CBC Sponsoring Chief Executive: Mark James, Carmarthenshire CC Lead Director: Eifion Evans, Ceredigion County Council		

Regional Learning Partnership	
Central & South West Wales	
<p>A transformational partnership bringing education and regeneration partners together to plan regionally and deliver locally in the area of skills and employment. Its focus is analysis of need and provision against delivery of skills for employment and increasing participation in learning. The partnership covers the counties of Carmarthenshire, Ceredigion, Neath Port Talbot, Pembrokeshire, Powys and Swansea.</p> <p>Three key pillars of action:</p> <ul style="list-style-type: none"> Partnership brokering and development Regional Learning and Skills Observatory Regional e-portal <p>Participation of public service partners from local government (education and regeneration), further education, higher education, the Third sector, JobCentre Plus and the Careers service, together with the private sector, which makes the RLP a unique and effective forum. It has been confirmed as a 'transformation partnership' by the Department for Education and Skills, Welsh Government.</p> <p>High level benefits include strategic 'buy in' from key partners to address the challenges of the Central & South West Wales region in terms of skills and employability; a commitment to identify appropriate innovative approaches to reduce duplication of provision for the learner and intelligent use of data sharing and application.</p> <p>The aim of the RLSO is to improve access to local data and intelligence, for learning, skills and the labour market through a single interactive information base and website which provides partners with a shared resource and therefore provides economies of scale and avoids duplication.</p> <p>The basic premise of the e-Portal is to be a 'virtual' one-stop-shop to a number of key audiences in a bid to improve rates of participation in learning and training; encourage return to learning and to promote available opportunities around</p>	


learning and skills, as well as access to employment		
<p>Funding for the continuation of the RLP has been secured until December 2015 via the Welsh Government's Regional Collaboration Fund. The focus of the partnership's activities is to develop a Regional Delivery Plan for Employment & Skills in line with the Welsh Government's policy direction to develop a Single Adult Employability & Skills model.</p> <p>www.rlpsww.org</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Partnership Steering & Strategy Groups</p> <p>The partnership is currently scoping governance models for its future operation</p> <p>Sponsoring Chief Executive: none</p>		

Social Care – Mid & West Wales	
<p>The Mid & West Wales Health & Social Care Collaborative brings together the four counties of Carmarthenshire Ceredigion, Pembrokeshire and Powys with the Health Boards of Hywel Dda and Powys.</p> <p>The overall aim of the Collaborative is to provide a strategic framework for co-ordinating and delivering a range of health and social care programmes across the region, maximising resources available, reducing duplication, achieving consistency and bringing about service improvement and transformational change in how we jointly commission and procure high quality services at a better price, improving outcomes for citizens in the region.</p> <p>The Collaborative will directly benefit services by increasing the pace of service transformation across the region thus producing sustainable services for the future.</p> <p>The work streams have been identified as follows:</p> <ol style="list-style-type: none"> 1. Regional Complex Needs and Transition Service. All LA's are experiencing significant budgetary pressures in this area and there is a need for a consistent approach across the region which due to the specialist nature of the services provided is best dealt with on a regional basis. 2. Learning Disability Strategic Efficiency Team. A partnership drive through a programme of transformational change for developing and delivering sustainable Learning Disability services with all six organisations working together to provide a pragmatic and incremental approach towards full integration of services ensuring consistency in planning, commissioning, procurement and delivery of health and social care LD services across the region. 3. Regional Commissioning and Procurement Hub 	

<p>Develop an overarching regional procurement and contracting structure to be responsible for procuring and contracting health and social care services to include Older People, mental health and Substance Misuse Services to assist in the delivery of key priorities for the work streams.</p> <p>In addition, the Collaborative has identified work streams which are being developed around</p> <ul style="list-style-type: none"> • a regional approach to an integrated programme for reablement/rehabilitation (covering services for Older people) • a regional approach to workforce development /practice improvement achieving economies of scale in the learning and development that is provided to the workforce • and the development of a regional local children safeguarding board <p>Welsh Government Regional Collaboration Fund has been secured to support the delivery of the work programme.</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Directors Programme Board reporting to Mid & West Wales LA Chief Executives with Health Boards</p> <p>Sponsoring Chief Executive: Jeremy Patterson, Powys CC</p>		

<p>Social Care – Western Bay</p> <p>Established in January 2012 (phase one to Oct 2014) the Western Bay collaboration on social care involves Bridgend CBC, Neath Port Talbot CBC and the City and County of Swansea, together with the Abertawe Bro Morgannwg University Health Board (ABMU).</p> <p>The aim of the Western Bay Health & Social Care Programme is to make service improvements through optimising collective effort across the 4 organisations to deliver high value sustainable Health and Social Services.</p> <p>The key projects (which focus on services) are:</p> <ul style="list-style-type: none"> • Adult Learning Disability Project • Adult Mental Health Project • Older People and Disabled People • Children Services • (Integrated Family Support Service has been operational since Feb 2013) <p>Other priorities identified are:</p> <ul style="list-style-type: none"> • Regional Adults and Children Safeguarding Boards • Supporting People Regional Committees <p>The Business cases will identify measurable outcomes for all</p>		
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<p>the projects, though business cases are not yet complete.</p> <p>The overriding partnership aims remain:</p> <ul style="list-style-type: none"> • Address the increased demand in the service • Avoid an increase in service costs • Ensure services are sustainable for the future <p>Lessons learned from this complex reorganisation programme will prove incredibly useful and could be disseminated back into the organisations involved and also to other Welsh public bodies to assist with other collaborative programmes and projects. Shared knowledge and learning can be translated into practice and policy to transform care and support to ultimately benefit the workforce, service users and carers.</p> <p>This regional programme of change will enable knowledge sharing and shared learning within the key project areas across the ABMU footprint. This shared knowledge and learning can be translated into practice and policy to transform care and support and will ultimately benefit the workforce, service users and carers.</p> <p>The programme has been supported by the European Social Fund through the Welsh Government and the WLGA's Improvement Fund. Welsh Government Regional Collaboration Fund support has been secured to further the delivery of the programme.</p> <p>Phase 2 of the programme could be initiated before the end of phase 1 in 2014 depending on the completion of projects. It is expected that this will be a long term programme (5 years plus). The programme is due to formally launched in July 2013.</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Programme Board with reports from Programme Team</p> <p>Sponsoring Chief Executive: Jack Straw, City & County of Swansea</p>		

<p>Social Care - Careline</p> <p>Careline aims to deliver a first class and robust 24x7 lifeline service across the region (Swansea, NPT, Powys, Bridgend & disaster recovery for Merthyr and Vale of Glamorgan and a lone worker service for Pembrokeshire), enabling more people to stay in their own homes for longer. Additionally, handling council out of hours calls when required by partners, and provide an LA/Health 'communications hub' supporting the Health integration.</p> <p>Swansea's contribution to the partnership includes provision of their previous operating suite as an alternative 'disaster recovery suite' should the need arise.</p>	
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<p>Costs are reduced by approximately 25% compared to partners running individual services. All lifeline calls are now answered within TSA (Telecare Services Association) targets whereas previously most partners were unable to reach the targets. Each year Careline apply for reassessment by the independent industry body, TSA, which carries out a thorough audit of all operating activities and performance. Defined standards must continue to be met or accreditation will not be awarded.</p> <p>Partnership working enabled coordinated procurement of an upgraded operation system (PNC6) and high level benefits include:</p> <ul style="list-style-type: none"> • Reduced overall operating costs • Shared expertise • Improved service quality and resilience • Service sustainability <p>Bridgend County Borough Council has recently joined the partnership as they see benefits of being in the same Health Board area as NPT and Swansea councils, who are both Careline partners with Carmarthenshire.</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Lead Authority (Carmarthenshire CC)</p> <p>Sponsoring Chief Executive: N/A</p>		

<p>South West Wales Waste Management</p> <p>A consortium of local authorities has been established to further WG aims of securing partnership working, collaboration and efficiencies across the public sector in Wales. The consortium seeks to procure food waste and residual waste treatment for the region to meet national recycling and diversion targets and secure economies of scale in the solution, whilst also sharing the procurement costs. The consortium consists of five authorities in SWW for food waste treatment; could extend to seven (inc CWWP) for residual waste procurement.</p> <p>Economies of scale are estimated from food waste procurement costs to date and exclude the further potential economies of scale to be derived from the final solutions:</p> <ul style="list-style-type: none"> • 2012/2013 - £2,100,000 • 2011/2012 - £2,600,00 • 2010/2011 - £1,370,00 		
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<ul style="list-style-type: none"> • 2009/2010 - £1,200,000 • 2008/2009 - £600,000 <p>The impact on local authority service budgets will be confirmed when the procurements have reached financial close. The most advanced procurement for Food Waste Treatment (inc haulage and disposal) is expected to produce a 55-60% saving in cost over a 20 year contract period.</p> <p>Local Authorities are required to monitor and report waste management performance monthly to Welsh Government. In the future this will include contractor's performance data together with any operational and performance failures.</p> <p>The procured solutions will help deliver continuity in waste practice across the region and assist local authorities to meet national recycling and landfill diversion targets. The partnership is achieving increases in source separated food waste collected to feed the new Anaerobic Digestion plant once established, a key aspect to meeting the contractual obligations and national targets.</p> <p>High level benefits include:</p> <ul style="list-style-type: none"> • Economies of Scale • Procurement cost sharing • Continuity of waste practise 		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Joint Committee and reporting to WLGA Regional Partnership Board</p> <p>Sponsoring Chief Executive: Steve Phillips, Neath Port Talbot CBC</p>		

<p>Central Wales Waste Partnership (CWWP)</p> <p>Central Wales Waste Partnership aims to deliver more sustainable and efficient waste management services across the Central Wales region in accordance with the Welsh Government's policy objectives and operational targets.</p> <p>Actual food waste treatment cost reductions are being realised. These are of the order of £11 per tonne with the additional benefit of around £55,000 per annum for Ceredigion in WG revenue support for the next 15 years. The CWWP food waste treatment project was carried out as part of the WG Infrastructure Procurement Programme, realising WG financial grant of £1.2m support of the procurement costs, which more than met the total external costs of procurement.</p> <p>Efficiency savings have already been realised through the joint procurement of food waste treatment services from the maximum use of internal resources; increased competition for the food waste treatment contract (economies of scale);</p>	
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<p>reduced waste treatment costs and shared procurement costs.</p> <p>Options are currently being explored for a collaborative procurement of residual waste treatment across the Central Wales and South West Wales regions, which will realise similar efficiency savings to the above.</p> <p>The partnership expects to deliver cost savings through service efficiencies; however these cost savings are yet to be fully quantified.</p> <p>Powys and Ceredigion coming together to work as a region means that there is scope to align policies and to some extent waste services that would reduce duplication and increase performance. It is anticipated that by working together, sharing expertise and best practise, the partners will improve their recycling against Welsh Government targets.</p> <p>By working together with the Welsh Government through the Collaborative Change Programme, the partners aim to improve the quality of the waste services they deliver for the citizen, by making recycling services more accessible, more efficient, more robust, easy to use and more cost effective.</p> <p>High level benefits and areas of added value include:</p> <ul style="list-style-type: none"> • To deliver more sustainable, efficient and robust services for the partnering authorities through closer collaboration • To review and where possible pursue joint management arrangements • To deliver the Simpson Compact commitments 		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: The Central Wales Waste Partnership Board (relevant Cabinet Members/Portfolio Holders)</p> <p>Sponsoring Chief Executive: N/A</p>		

<p>Economic Regeneration</p> <p>Working to the recently launched Swansea Bay City Region footprint, an Economic Regeneration Strategy (ERS) has been agreed among four local authorities and stakeholders. The ERS is underpinned by a strong evidence base setting out the economic challenges facing the region. A framework of identified regional economic priorities has been developed and an associated set of work streams plans. The strategy underpins the Swansea Bay city region delivery and will inform the next round of European Structural Fund prioritisation for the region post 2013.</p> <p>The ERS has been progressed building on a firm foundation of collaborative working which has focused to date on business support, enterprise development, physical regeneration and inter-trading as well as supply chain development. The Swansea Bay Partnership vehicle has created economies of</p>	
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scale in regional business support activity and includes Pembrokeshire CC where there is added value locally.

Since the merger of the Regional Boards, Ceredigion CC and Powys CC officers have been working more closely with the SWW group. The Ceredigion Economic Regeneration Strategy is under development and aims to 'dovetail' with the City Region Strategy where common themes emerge. The Powys Regeneration Strategy was launched in June 2011 and an implementation plan is being progressed for the county as part of the Powys Change Plan.

Ceredigion CC is working to progress the Teifi Valley Initiative as a local employment growth zone with particular emphasis on the digital economy and the Welsh language, engaging with parts of Pembrokeshire and Carmarthenshire.

The Directors Group has regular engagement with the regional office of the Welsh Government Department of Economy, Science and Transport, together with the Department for Education and Skills' employment and skills team and the Infrastructure Investment Division of WG.

A Regeneration/ Development Directors' Group has managed the front end process of identifying and developing projects suitable for collaboration for submission under the West Wales and the Valleys Convergence Programmes (European Structural Funds) and reviews the portfolio of approved schemes with investment secured to date of:

SUMMARY			
Project Type	Number of Projects	Total Cost	Total EU Funding
South West Regional Collaboration Projects	15	£177,443,926.00	£108,770,705
L.A Contracted Delivery Organisation or Joint Sponsor Projects	13	£31,904,100	£13,037,970
L.A Individual Projects	11	£212,328,317.00	£107,419,092
Totals	39	£421,676,343.00	£229,227,767

N.B. In relation to the figures outline above, a caveat is that the total project costs include those for *all* partners for which the LA is either Lead Sponsor or Lead Delivery Organisation. In the case of collaboration projects the partners are mostly other LAs but in the case of Joint Sponsors or Contract Delivery Organisation projects, that may not always be the case.

Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
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Governance arrangements: Directors Group reporting to WLGA Regional Partnership Board

Sponsoring Chief Executive: none

Economic Regeneration: Planning services

Regional working in planning services covering work streams of minerals and waste planning; planning services and the Welsh language; landscaping and ecology, as well as a regional study around the Community Infrastructure Levy; development of Local Development Plans post 2014; workforce resilience and protocols for service specialisms. Includes engagement with Pembrokeshire National Park Authority.

The Heads of Planning South West Wales Group has an agreed regional work plan which covers:

- Minerals and waste planning
- Workforce resilience

A detailed workforce study was undertaken in 2012, resulting in agreement to undertake an options appraisal to further embed a regional approach to minerals and waste planning.

The Group has also reviewed and worked collaboratively on the following areas:

- Planning services and the Welsh language
- Landscaping and ecology
- Regional study around the Community Infrastructure Levy
- Protocols for service specialism's

It is overseen by the Directors of Regeneration/ Development Group.



Service Efficiencies

Service Improvements

Citizen Engagement

Governance arrangements: Directors Group reporting to WLGA Regional Board

Central Wales Infrastructure Collaboration (CWIC)

The aim of the Central Wales Infrastructure Collaboration (CWIC) is to create a more resilient service to deliver high quality infrastructure services to the people in Central Wales by establishing a regional management structure that will generate deep rooted regional working. The four work areas are Property Services, Engineering Strategy, Engineering Operations and Transport and Road Safety.

Work includes:

- Pooling of work will allow for the smoothing of peaks and troughs in workloads
- In house expertise is being developed and shared learning
- Capacity is being built in new areas such as ecology and land drainage
- Succession planning to address workloads and age profile of staff resources
- Shared training
- Reduction of risk of non-compliance with statutory



obligations		
<p>Although not the primary objective of the partnership, some service efficiencies and cost savings have been identified and forecasts made for future years. Over the past two years over £100,000 savings (across the two counties) have been realised.</p> <p>Costs avoidance is a key driver for the project, whether by pooling resources to reduce reliance on external consultants or joint procurement exercises and shared systems and policies – costs avoided for 2011/2012 stand at approximately £65,000.</p> <p>Four shared posts have been appointed to support regional service delivery (passenger transport unit manager; engineering design manager; engineering design services ecologist; streetworks manager, as well as shared programme manager and project officer). The programme has been supported by the European Social Fund through the Welsh Government and the WLGA's Improvement Fund.</p> <p>High level benefits include:</p> <ul style="list-style-type: none"> • Maintain high value jobs within the area and create growth in services to aid economic development • Maintain highly responsive services that suit local needs and implement improvements to improve consistency across the region • Leaner working to achieve efficiencies whilst striving to improve opportunities for staff • Create growth in services to aid economic development • Increase and improve opportunities for staff • Reduction in the overall cost of service delivery <p>The partnership produces an annual Business Plan which sets out what has been achieved and intentions for the following year. Highlight reports provide periodic updates on progress with the milestones in the Business Plan. The Benefits Realisation Plan quantifies savings and benefits to date.</p> <p>The latest edition of the CWIC Bulletin can be found on both councils' websites www.ceredigion.gov.uk/CWIC</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: The Central Wales Infrastructure Collaboration Board (Cabinet Members/Portfolio Holders) is convened under the terms of an Inter Authority Agreement</p> <p>Sponsoring Chief Executive: N/A</p>		

Professional Construction Services

The Professional Construction Services project focuses on service improvement and efficiencies in architecture and engineering professional services, including the development of collaborative working for design services and the development of regional construction frameworks and approach to procurement across Pembrokeshire, Carmarthenshire, Swansea and Neath Port Talbot.

Financial savings are focused around the cost avoidance associated with individual Authority procurement activity (circa £100k); regional arrangements for consultancy and construction services is carried out once instead of four times.

Measurable outcomes to date include:

- Regional Framework for Engineering and Property Consultancy
- Regional Framework for Engineering and Property Works Services
- Documented and agreed approach to prioritising internal resource across the region
- Comprehensive forward workplans for Construction and engineering

The partnership has a resource management workstream which will analyse the age and skills profiles of the architecture and engineering professionals in each authority with a view to making informed decisions on the following:

- Forward work planning for the use of internal resource on a regional level
- Sustainability of internal resource against the forward workplan

High level benefits include:

- A regional forward workplan for construction and engineering activity that can be used to plan: future procurement; future internal resource requirements
- Establishment of appropriate regional construction frameworks, covering design and construction
- Improved regional awareness and knowledge sharing

The project is also working on shared apprenticeships schemes. The regional partners have now signed up to use the Value Wales Community Benefits Measurement Tool on all capital projects over £2million in value which provide a summary of local workforce benefits including apprenticeships, training and the use of Welsh contractors.



Service Efficiencies

Service Improvements

Citizen Engagement

Governance arrangements: Project Steering Group reporting to WLGA Regional Board

Sponsoring Chief Executive: Steve Phillips, Neath Port Talbot CBC

South West Wales Integrated Transport Consortium (SWWITCH)

In recognition of the benefits of working together in improving access and transport to, from and within the region, SWWITCH was established in 1998. Overseeing a programme of capital projects and the implementation of a regional transport plan, joint working has secured capital investment for the region and the opportunity to engage with a wider range of stakeholders.

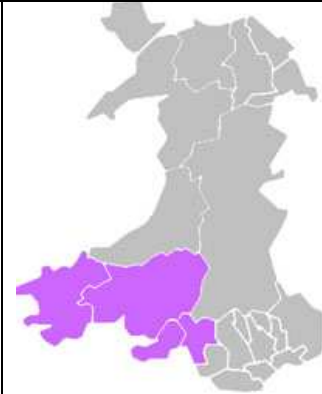
An example of a measurable benefit is regional working on road safety revenue projects which has enabled economies of scale to develop. The four LA's now arrange various training courses or advertising on a regional basis and this has facilitated lower costs. In addition the transport planning and policy capacity of SWWITCH has allowed councils to utilise Officers to cover additional functions within the council, thus reducing costs.

Another measurable benefit has been the establishment of a South West Wales Engineering Framework for the procurement of external engineering capacity. This allows each Council to procure services via a mini quotation from pre-selected consultancies and this has saved Councils staff time and cost associated with individual tendering processes.


Working together as SWWITCH creates the opportunity to engage with strategic partners such as Welsh Government, Economic/Business community, Large employers, Network Rail, Rail and Bus operators, Community Transport Association and Transport User groups. This level of engagement would be resource intensive for each LA to manage independently. It also allows the councils to be part of engagement on strategic issues like the National Transport Plan and Long Term Planning Process (for rail for example) without the additional staff costs associated with procuring Senior Transport Planners. In addition in 2012/2013 extra RTP and RSG funding was secured by good progress in the region (over £1m in total); this is because of mature joint working and regional programme management through SWWITCH.

Since April 2013, in addition to the Regional Transport Consortium Grant (over £6m) SWWITCH has been managing the Bus and Community Transport funding for the region (Over £5m). This regional approach has been more efficient and required fewer staff than if each Council had managed the process separately.

SWWITCH is also supporting the evolution of the City Region for Swansea Bay which is co-terminus with SWWITCH and is viewed as a key facilitating group for



<p>achieving city region objectives in the future.</p> <p>Additional benefits have been identified as:</p> <ul style="list-style-type: none"> • Allows sharing of best practise and development of service specific collaboration and also opportunities to up skill staff without expansive external cost. • Encourages development of cross LA boundary transport schemes which focus on user need rather than administrative boundaries. • Enables external agencies to have a clear entry point to the region for discussion on transport issues. <p>Under the auspices of SWWITCH there are a number of areas of work:</p> <ul style="list-style-type: none"> • Engineering • Telematics • Parking • Road Safety • Public/ Community Transport • School transport • Travel Planning and Behavioural change • Walking and cycling (Active Travel Bill) 		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Joint Committee</p> <p>Sponsoring Chief Executive: none</p>		

<p>TraCC Trafnidiaeth Canolbarth Cymru / Mid Wales Transportation</p> <p>TraCC works across the counties of Ceredigion, Powys and the former Meirionnydd district of Gwynedd. Established in 2003 with a Joint Committee, the core team is based in Aberystwyth.</p> <p>The main purposes of the partnership are:</p> <ul style="list-style-type: none"> • Development and review of shared local/regional transport policies, plans and strategies (Regional Transport Plan); • Contribution to development of policies, plans and strategies of national government and other partners; • Development and management of regional highways and transportation grant funding programmes; • Undertake monitoring, evaluation and reporting of impacts of regional plans and funding programmes (RTP Annual Monitoring Report); • Provide specialist support and advice on travel planning, active and environmentally-sustainable travel across Mid Wales; 	
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<ul style="list-style-type: none"> • Political lobbying in support of regional policies and funding programmes <p>Working together has enabled TraCC to draw down funding for example Sustainable Travel Centre grant (to Ceredigion) of £2.5m over 3 years. For some time there have been a number of collaborative projects/initiatives being undertaken directly through TraCC or in support of strategic policy direction:</p> <ul style="list-style-type: none"> • Regional Walking and Cycling/Active Travel Strategy • Regional Travel Planning/Smarter Choices delivery • Development of Regional Passenger Transport Strategy and Implementation Programme • Review of Regional Core Passenger Transport Routes/'Network Strategy' • Development of Rail Strategy and review/rationalisation of existing rail partnerships • Issue of Concessionary Fare Smartcards • Road Safety/ Casualty Reduction (linked to road safety grant delivery programme) • Aberystwyth Area Sustainable Travel Centre Project <p>High level benefits include:</p> <ul style="list-style-type: none"> • Individual local authorities have an opportunity to be engaged via TraCC at an all Wales level for the purposes of transport policy and planning, scheme development, responses to consultations and calls for evidence and project and programme management; • Allows sharing of best practise and development of service specific collaboration to be developed and creates opportunities to up skill staff without expensive external courses; • Encourages the development of cross local authority boundary transport schemes which focus on users needs rather than administrative boundaries • Enables external agencies (including WG, WLGA) to have a single point of entry for engaging with members and officers engaged in transport. WG, WLGA and other agencies are increasingly keen to engage with four regional consortia as opposed to 22 local authorities. <p>Links to CWIC for shared engineering and consultancy services.</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Joint Committee</p> <p>Sponsoring Chief Executive: none</p>		

Shared Legal Services

The shared legal services project South West Wales benefits partners through improved efficiencies and effectiveness, specifically, through targeting areas of 'external spend' which may be reduced and establishing shared knowledge and best practise between authorities.

The underlying premise of the shared legal services project has been around resilience and shared learning/ training. Some service efficiencies have been realised.

High level benefits include:

- Efficiency saving: reduced external spend and joint procurement
- Improved effectiveness: shared best practise, training, development and processes
- Continuity and resilience: preservation of quality, cost effective services to local government

Savings:

- 2012/2013 – £357,351
- 2011/2012 - £257,153
- 2010/2011 - £107,786

Currently undertaking the following workstreams:

(a) Joint Teams

The project board have recruited the first regional legal team. Specialising in commercial property, contracts and procurement, the team deal with matters relating to other regional projects for which there is increasing demand; for example, Public Protection.

(b) Joint Procurement

Ten public sector organisations have contributed to a procurement framework exercise which has resulted in a bespoke software solution which allows officers to search effectively and efficiently for Chambers or Solicitors when outsourcing work. This was a significant exercise with the participation of several LA's; the system is such it can be rolled out across Wales.

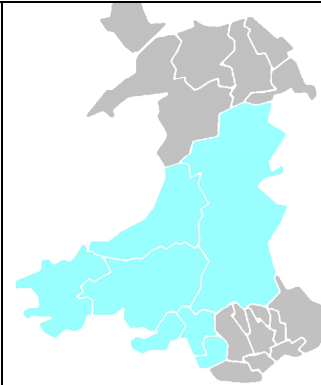
Additionally, the Authorities have jointly procured their online and loose-leaf Legal Library resources; resulting in savings of £156,533 over the three year period 2013/14 to 2015/16

(c) ICT

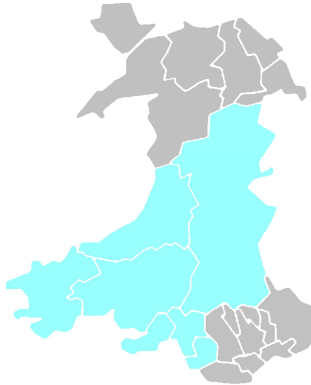
A joint case management system has been procured on behalf of five of the six project partners. Initially Swansea and Carmarthenshire Councils will be using the system, which will allow the sharing of cases between Authorities and facilitate more efficient working practises.

(d) Best Practice

Special Interest Groups focus on thirteen specialist areas of law; the group meets regularly to share best practice, training and development. The SIG's have created a network for colleagues to access specifically public sector advice and



<p>support without using private firms. This additional support generates significant time savings for the Council’s solicitors, giving rapid answers to queries through regional channels previously unavailable to them.</p> <p>Moving forward the project will focus on the following areas of work: Regional Graduate Trainee Programme Creation of a second regional team Use of a ‘portal’ for file sharing with the other sectors</p> <p>The Welsh Government Regional Collaboration Fund support has been secured to increase the pace and delivery of the shared legal services project in Mid & West Wales. The other partner counties remain committed to the programme. The Project management capacity has been provided by the European Social Fund through the Welsh Government and the WLGA’s Improvement Fund.</p>		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Project Board reporting to WLGA Regional Board Sponsoring Chief Executive: Mark James, Carmarthenshire County Council</p>		

<p>Shared ICT Services</p> <p>With the aim of delivering a more efficient and robust ICT service for the participating authorities through closer joint working, the project has identified a series of work streams, some of which include engagement with other public service partners, including health:</p> <ul style="list-style-type: none"> ○ Joint procurement, including single hosted applications ○ Joint Regional ICT Team ○ GIS collaboration ○ Best practice ○ Regional ICT capability ○ Rationalisation of systems ○ Exploitation of Open Source ○ Common development Platforms <p>The CIO council regional delivery group is brought together with the local authorities to ensure synergy with the national ICT Strategy.</p> <p>The Welsh Government Regional Collaboration Fund support has been secured to increase the pace and delivery of the shared ICT services project in Mid & West Wales. The other partner counties remain committed to the programme. The Project management</p>	
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<p>capacity has been provided by the European Social Fund through the Welsh Government and the WLGA's Improvement Fund.</p> <p>To date the Project has realised the following savings:</p> <ul style="list-style-type: none"> • GIS open source savings over a five year period 12/13 to 16/17 £638,710, actual cashable savings compared to legacy product, in reality savings are higher as each authority would have had to have moved to a more expensive proprietary product to met the 'channel shift' agenda. • Joint Procurement of hardware £62,486 • Joint procurement of Apple devices £43,504 		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Project Board reporting to WLGA Regional Board</p> <p>Sponsoring Chief Executive: Bryn Parry-Jones, Pembrokeshire CC</p>		

<p>Human Resources/ Workforce/ Learning Development</p>	
<p>The Heads of Human Resources Group bringing together six counties review any workforce implications arising from the above programmes and projects.</p> <p>The remit of the group is :</p> <ol style="list-style-type: none"> To identify and take forward opportunities to collaborate on people management & development issues at a Central and SW Wales regional level, including the sharing of best practice and other experience/s. To undertake any specific people management-related activities requested by the Regional Partnership Board To further develop partnership working with the trade unions at a regional level. <p>The Heads of HR Group has identified 4 areas in its work programme:</p> <ol style="list-style-type: none"> Learning and Development Equalities issues 	

<p>c) The Protection of Freedoms Act 2012. d) Workforce Planning</p> <p>The learning and development strand is being delivered through the South West Wales Workforce Development Network (SWWWDN). The WLGA Improvement Fund has supported a collaborative project which has reviewed learning and development activities with a view to identifying economies of scale through joint working. The work streams are:</p> <ol style="list-style-type: none"> 1. A mapping exercise has been completed for Corporate Learning and Development provision for 2012/2013. This has provided data to inform the three year proposal for future collaboration in local authority workforce learning and development with the working title of 'South West Wales Workforce Development (SWWWD) Virtual Collaboration Hub'. 2. An evaluation has been completed on a regionally delivered management development programme, 'Managing Change Successfully' which is a model of regional delivery. 3. The Equalities Learning and Development Task and Finish group has designed a regional framework for the design and delivery of generic equalities learning and development. Focus is now on the design of learning materials and formats. 4. An analysis of mapping data for management and leadership development has been completed. A SWWWDN workshop is to be held in October 2013 with the purpose of creating a regional delivery and development programme. 5. An E-Learning Task and Finish group has been formed to identify programmes for learning for immediate regional development. It is the intention that this work will contribute to the All Wales Academy in due course. <p>High level benefits are identified as:</p> <ul style="list-style-type: none"> • Strategic HR engagement that realises a consistent approach to change (regional working) • Regional protocols and policies developed which address potential duplication of effort • Positive workforce engagement via regional TU consultative committee 		
Service Efficiencies <input checked="" type="checkbox"/>	Service Improvements <input checked="" type="checkbox"/>	Citizen Engagement <input checked="" type="checkbox"/>
<p>Governance arrangements: Project Board reporting to WLGA Regional CEO Group Sponsoring Chief Executive: Jack Straw, City & County of Swansea</p>		

IN SUMMARY

1. The portfolio of shared service and joint working arrangements above is not exhaustive, a considerable number of collaborative projects underpin many of the strategic priorities identified above (eg. a programme of collaborative Convergence funded schemes outlined in a separate document).
2. Many of the shared service arrangements listed above are sponsored by a lead Chief Executive, or Sponsoring Leader. Some are reported by exception to the WLGA Regional Board. Member engagement is facilitated through briefings, or Member Boards, or Joint Committees as listed above. Work between Powys and Ceredigion has been primarily governed by Member Boards. The WLGA Regional Board Chief Executive's Group fulfils the role of a Programme Board overseeing the portfolios outlined above.

For information

Sara Harvey
Regional Coordinator Central & South West Wales
Welsh Local Government Association
☎ 0778 757 8873
✉ sara.harvey@wlga.gov.uk

South West Specialist European Team

South West Wales

SET for Growth

Supporting access to European funding



ERDF



Llywodraeth Cymru
Welsh Government

Ewrop & Chymru: Buddsoddi yn eich dyfodol
Cronfa Datblygu Rhanbarthol Ewrop

Europe & Wales: Investing in your future
European Regional Development Fund



ESF



Llywodraeth Cymru
Welsh Government

Ewrop & Chymru: Buddsoddi yn eich dyfodol
Cronfa Gymdeithasol Ewrop

Europe & Wales: Investing in your future
European Social Fund

The European Union **Convergence** programmes

Building firm foundations...

The Convergence programmes 2007-2013 funded by the European Union through the Welsh Government are helping to pave the way for people, places and business to achieve their full potential in South West Wales.

The South West Wales Specialist European Team continues to provide free support, information and advice to all sectors seeking to operate European-funded projects.

These pages give a brief overview of the many ways that European funding supported by **Specialist European Teams** is helping to transform the way we live, learn, work and play...





Supporting People

EU funds are helping young people get the best start they can by supporting them to remain in the education system gaining skills and qualifications. The **ENGAGE** project has done just that for over 10,317 young people, ensuring over 3,782 qualifications were achieved thereby improving the employability and confidence of the next generation.

For people already in employment but needing to develop skills, **Regional Essential Skills** is now working across the region to help people remain in work and continue to develop their talents by getting the basics right.

For those unemployed or out of employment for many years, projects like **South West Workways** are on hand to provide detailed support and guidance to help make the next steps into a new job.

“Having [this] opportunity from **Workways** has been brilliant. I feel more confident and am able to take my daughter to more places. The whole experience has been life-changing!”
Rebecca Shepherd, lone parent from Neath

Investing in enterprise

Helping to create the future workforce is important, but goes hand in hand with the need to create employment opportunities.

The **Local Investment Fund** has committed £6.6m of investment in over 1,159 small businesses to help them grow and create jobs. One example is VIBE TV, based in Swansea, a dynamic production company that offers specialised services for businesses, which received support to extend their broadcasting equipment.



“We have worked with such prestigious companies as The Walters Group and Celtic Energy based in Caerphilly; and the Welsh Assembly commissioned us to cover the biggest and most successful Trade Mission ever to leave Wales as we followed 80 companies in and around Washington DC, including a trip to NASA Langley and meetings with Boeing. Without the **LIF** grant VIBE TV would not have had the resources to cover such work.” *Sue Powell Reed, VIBE TV*

Collaborative Communities is an initiative designed to support the development of social/community enterprise across the four counties. One such enterprise is Cyfle i Dyfu — Chance to Grow Cyf — a not for profit company limited by guarantee, is based at Delta Lakes in Llanelli.

“Collaborative Communities has been wonderful. The flagship officer has been brilliant. He has given us expert, sound knowledge and advice and direction for our business.”
Andrew Soroka, Director, Cyfle i Dyfu

Investing in infrastructure

Growth in the number of businesses and employment opportunities requires good infrastructure especially transport and property. The **Peripheral Distributor Road Harbour Way** is a major £107m investment to reduce congestion and delay on the M4 and improve transport access to the South West.

The **South West Wales Property Development Fund** has supported a range of major property investments that would otherwise not have been realised in the region.

For example, take Pembrokeshire firm Austwel Holdings who have received assistance towards building new workshop and office space at the Thornton Industrial Estate in Milford Haven.

"We have committed our funds in conjunction with the **PDF** grant to provide this new facility, which will hopefully attract national companies into the area. In today's economic market we would not be able to do this without the grant assistance we have received from the **PDF** fund,"

Austwel Holdings Managing, Director, Chris Davies



Transforming our Urban Centres

A range of major investments are being made across the South West town centres and Swansea city centre. These schemes are major upgrades to the appearance and performance of our urban and rural centres, to encourage further investment, confidence, accessibility and employment opportunities.



Increasing Tourism

A range of destinations from Norman castles to historic parks and gardens are being significantly improved for the benefit of the local population as well as helping encouraging significant increases in visitors from across the world.

The **Stackpole Rediscovered** project is a £3million transformation of a 2,000 acre heritage and environmental centre owned by the National Trust in Pembrokeshire.

The Stackpole Estate, dating back to the 18th century, receives more than 300,000 visitors a year, offering visitors the opportunity to learn about its unique history, a diverse range of environmental habitats, ancient woodlands, supporting biodiversity and much more.

The **Cognition Trails** is all about investing in mountain biking, improving the current trails, building new ones, renovating facilities and creating a new bike park.



Europe and South West Wales: Investing in your Future

The **South West Specialist European Team** has helped advise and support many of these schemes, and remains on hand to sign-post you to information and support in relation to current and future 2014-2020 European funding and European-funded projects across the South West.

For contact details and further information on the projects described in this booklet, and many more, visit the following websites:

www.npt.gov.uk/convergence

www.swansea.gov.uk/convergence

www.wwec.org.uk

www.pembrokeshire.gov.uk/european

For full details of European programmes in Wales you can also visit the Welsh European Funding Office website at:

www.wefo.wales.gov.uk

