

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

21st SEPTEMBER 2009

1. TOTAL PLACE – PILOT STUDIES

Report of the Chief Fire Officer.

RECOMMENDED

- 1.1 THAT the Authority note the initial involvement of the Service in the pilot studies of a Government initiative known as Total Place.
- 1.2 THAT the Authority endorse the Statement of Principles drafted by the Coventry, Solihull and Warwickshire Total Place Pilot, attached as Appendix 2 to this report.
- 1.3 THAT the Authority receive further updates and papers for decision, requiring Authority approval as decision points are reached within the Pilot.

2. PURPOSE OF REPORT

This report is submitted to inform the Fire Authority of the involvement of the Service in the pilot studies of a Government initiative known as Total Place.

3. BACKGROUND

- 3.1 Total Place is an ambitious and challenging programme that, in bringing together elements of central government and local agencies within a place, aims to achieve three things:
 - to create service transformations that can improve the experience of local residents and deliver better value;
 - to deliver early efficiencies to validate the work; and
 - to develop a body of knowledge about how more effective cross agency working delivers the above.

- 3.2 This work weaves together two complementary strands. A 'counting' process that will map money flowing through the place (from central and local bodies) and make links between services, to identify where public money can be spent more effectively. This forms part of Sir Michael Richard's work on the Operational Efficiency Programme looking at the scope for efficiency savings in the public sector. This is grounded alongside the 'culture' process (that looks at 'the way we do things round here') and how that helps or hinders what is trying to be achieved.
- 3.3 To support and guide this work a variety of tools and methodologies will be used. Each place will focus on a key theme that is particularly important locally, for example, vulnerable families, adult social care, unemployment or crime.
- 3.4 There is no doubt that within the current economic climate the local authorities will all face an uncompromising financial regime. This unique project allows local agencies the opportunity to shape and develop the landscape going forward and working creatively, deliver better experiences for the people that live there.
- 3.5 The pilot areas in the West Midlands are:
- Coventry, Warwickshire & Solihull
 - Birmingham
- 3.6 Each pilot will be expected to produce:
- A report for the pre-budget report including:
 - results of the high-level spend mapping in each pilot and interim findings from deep-dive analysis, including initial identification of overlap in spending between agencies and identification of some functions that may be duplicated from agencies at the local level;
 - initial messages from customer insight work about potential gains from redesigned services focused on customers;
 - some key messages about collaborating effectively, and the potential gains from merging functions;

- examples of some potential lean improvements and initial ideas about possible solutions to blockages to achieving these and incentives to improve services and efficiency;
 - challenging questions for central government to consider - both on the specific examples, and the appetite for substantial work and a greater degree of change; and
 - indications from Departments of the scope for changes at the national level to solve blocks and incentives to improve services and efficiency.
- A clear summary report for publication before budget 2010 of possible outcomes, efficiencies of the pilots including:
 - redesigned service delivery models agreed with central departments with estimated quantified efficiency gains and customer benefits;
 - recommendations for barriers to be removed;
 - challenges to local services - what can be achieved and how;
 - challenges to departments - individually and across several - what can be achieved through work at this level and how;
 - aggregate view of lean/vfm improvements and projections of future potential from cross-agency approach;
 - analysis of the potential for mainstreaming to other local areas; and
 - any suggestions for longer-term reconfigurations or alterations in service structure or delivery which would improve quality at reduced cost.

- 3.7 The National Framework document 2008-2011 requires Fire and Rescue Authorities (FRAs) not just to work on a fire-fire basis via the Regional Management Boards but also requires FRAs to work with local partners, e.g. via Local Strategic Partnerships. The Total Place pilots would involve the Service working with a range of other Services including Police, health, different types of local authority as well as other FRAs, e.g. Warwickshire. Obviously the Birmingham pilot covers a single local authority area within the area covered by West Midlands Fire and Rescue Authority, the Coventry, Solihull and Warwickshire pilot involves a City and Borough Council covered by the West Midlands Fire and Police Authorities and involves other emergency services and different types of authority.
- 3.8 DCFO Martin Clark as the Lead Corporate Board Officer for Birmingham has been involved in the initial discussions regarding their Total Place Pilot. The objectives for the Birmingham pilot are set out in Appendix 1 to the report. As part of the Birmingham's Working for the Future and Total Place programmes the Council is looking to develop a 'shared services hub' in the Yardley constituency. The Service is involved in preliminary discussions regarding relocating our capability that is based at Sheldon Fire Station to the hub.
- 3.9 The Director Corporate Services, Alan Brandon, is the Lead Corporate Board Member for Solihull and has been involved in the discussions for Coventry, Solihull and Warwickshire, including attending a multi-agency summit with the Vice Chairman Councillor Stuart Davis on 16 July 2009. The proposed approach in respect at that pilot is set out in Appendix 2 to the report.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out as the concept is essentially about partnership working which does not represent a change of strategy for the Authority.

5. **LEGAL IMPLICATIONS**

Section 21 of the Fire and Rescue Services Act 2004, refers to the Secretary of State preparing a National Framework to set out objectives and priorities for Fire and Rescue Authorities (FRAs). The National Framework 2008-2011 requires FRAs to work in partnership with other FRAs and local authorities.

6. **FINANCIAL IMPLICATIONS**

There are no direct financial implications for the Fire Service at this stage.

BACKGROUND PAPERS

Total Place files

VIJ RANDENIYA
CHIEF FIRE OFFICER

BIRMINGHAM TOTAL PLACE PILOT

The objectives of the Pilot will be to:

1. Measure the extent to which public sector budgets contribute to Partnership priority outcomes as set out in the SCS and LAA that will:-
 - (i) Provide greater understanding and analysis of City wide resources.
 - (ii) Identify the extent to which tax revenue could contribute to better outcomes.
 - (iii) Identify barriers to utilising budgets more flexibly (including pooling).
 - (iv) Calculate the relative cost savings of preventative measures.
2. Design and deliver new approaches to service delivery that will:-
 - (i) Identify real efficiencies, cost savings and service improvements.
 - (ii) Demonstrate how these approaches can produce better outcomes for citizens.
 - (iii) Embed joined up working across agencies and demonstrate changes in organisational culture, individual behaviour and how/what culture change has happened.
 - (iv) Identify barriers to new approaches both local and government level.
3. Develop new collaborative ways of working across and between organisations that will:-
 - (i) Increase multi-agency working across organisational boundaries.
 - (ii) Strengthen partnership competencies and behaviours.
 - (iii) Empower staff and encourage innovative and imaginative approaches.

- (iv) Get broad buy in to partnership priority outcomes.
- (v) Engender different way of thinking, behaving and acting.

COVENTRY, SOLIHULL AND WARWICKSHIRE TOTAL PLACE PILOT

Approach

Statement of Principles for Collaboration between Public Sector Bodies.

1. Subsidiarity; we do what is best done at the right level, i.e. local, sub-regional or regional.
2. We commit ourselves to do those things at a sub-regional level which make sense at that level.
3. In developing sub-regional arrangements, we are not looking to create a single purpose body. We recognise we have many issues that we can work together on.
4. We also recognise the right to work with other authorities and agencies outside the CSW area on a common sense basis.
5. In moving our detailed discussions forward, we want to look at savings against the overall 'public purse', i.e. costs for the sub-region as a whole.
6. We recognise that CSWP (since it already exists) is an option for delivery, but sustaining it is not the starting point of our debate.
7. Central Government to sign up to this approach in support of CSW's proposals, and to provide us with the flexibility and authority to achieve this.

The Planning Group for the Pilot are currently consulting about the possible approach to the Pilot, potential work strands, leadership of the work streams and are seeking endorsement of the Statement of Principles by those Authorities involved.