



Bolder, Braver and Better: why we need local deals to save public services

Service Transformation Challenge Panel
November 2014





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Chairs' Foreword

Our Panel has spent the past six months visiting places across the country, witnessing first-hand how public services are responding and adapting to austerity. It is clear to us that places are modernising, with pockets of real innovation emerging. The aim of this report is to encourage that sort of transformation across the country at a greater scale and faster pace. All the signs are that public money will remain tight so, moving ahead, we need to re-think how we deliver public services across agencies and continue to break out of old models of delivery.

In all the places we have visited, we have been struck by how positive people are. Public servants and political leaders at all levels have already delivered substantial budget reductions, and should be proud of what they have achieved so far.

But, we have not viewed public service reform solely through the 'lens' of national and local organisations. That would ignore the vital role that individuals and communities have to play in future. During visits, we have seen examples of local partners remodelling services around the needs of people, not organisations. Where change is most effective we have seen that people – often those who have placed the highest demands on services – are able to transform their lives and reduce costs to the public purse. So, it is vital that service users are involved in developing new ways of working.

Our findings reflect the main characteristics of, and challenges to, successful change. Our recommendations set out some 'asks' of Government but, equally, there are big expectations of places. This is genuinely about national and local working together to reform public services.

Yet, we recognise that reports and recommendations by themselves can only go so far. So, we hope that our recommendations are embraced not as a 'silver bullet' but rather as a supportive framework for driving public service reform in places. We believe this creates exciting opportunities for partners to come together to radically improve outcomes for people with the greatest need.

For example, just think what more can be achieved for long-term unemployed people through: effective data sharing between councils, Jobcentre Plus and health partners; joint working between DWP and local partners on the basis of shared accountability; pooling budgets and shared investment supported by longer-term certainty of funding; and, support and training for local leaders to take measured risks and do things differently.

Finally, we would like to take this opportunity to thank all who hosted our visits, service-users and communities who participated in discussion events, as well as colleagues who submitted excellent responses to our call for evidence. We also warmly acknowledge the commitment from Government not



least through the excellent support of the Panel's Secretariat, without which our work would not have been possible. Of course, we are also grateful to Panel members who contributed a wealth of experience from all sectors and demonstrated a real passion to make a difference to the public services we all rely on.

Sir Derek Myers
Co-Chair, Service Transformation
Challenge Panel

Pat Ritchie
Co-Chair, Service Transformation
Challenge Panel

Service Transformation Challenge Panel members



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Executive Summary

1. Public services matter. They can transform life chances for the most vulnerable, help keep our society strong, and support our people and country to be competitive for the future. At their best they enable people to help themselves and others. But demographic trends, rapidly evolving user expectations and sustained financial pressure mean that our public services have to change.
2. To better understand the complex implications of these trends on public services in different places, we visited towns, cities and rural areas across England. In each place we met a cross section of people from the local community and service providers: those that use and rely on public services, politicians, community and business leaders, Local Enterprise Partnerships (LEPs), the Police, the NHS and Clinical Commissioning Groups (CCGs) and front line professionals caring for the most vulnerable in their communities. In our view, it is these local people that are best placed to understand the needs of their place and their communities, and therefore how services should be designed to meet them.
3. Politicians of all parties must be prepared to have an honest and open debate with the public about the fiscal and demographic challenges we face. In return, local people and communities will need to take greater responsibility for the way services are designed and delivered. And there will need to be more direct local mechanisms to hold providers to account for outcomes. To achieve that will require a significant change in the way local public services and government work together.
4. Our public services are already responding. We found an intelligent programme of modernisation, pay restraint, cost reduction, better procurement, outsourcing, management reorganisations and service sharing. There is still scope for further efficiencies. But public services need to be more ambitious than that. Additional efficiencies will not be enough to deal with the combination of demographic and financial pressure and changes in public expectations about service quality.
5. Genuine service transformation that goes far beyond general efficiencies and better ways of working is required. However, even though it is a top priority in many of the places we visited we could find only isolated pockets. We heard first-hand that many places pride themselves on their ability to innovate, particularly in response to budget cuts. But, we also observed that too little attention is being paid to adapt and implement proven change developed elsewhere.
6. Transformative system change takes time. Social outcomes and fiscal benefits are longer term. It is clear that these are early days. As yet, there is limited accessible evidence available about what works. In our view, more publicly available evidence about transformational approaches that have delivered better outcomes and savings over a sustained period is needed. Demand is rising, expectations changing and budgets declining; and the need for urgency and rigour is more pressing than ever.



7. In this report we define **transformation** as radically re-designed approaches to service provision that reduces unit costs and is **difficult to reverse**. In practice that will mean:

- **people are the focus of delivery**, regardless of the organisations providing or commissioning;
- **outcomes for people take priority** over output or process targets and measures;
- **frequent users of public services are encouraged to make better choices**, mitigate their own costs and contribute to their communities, and services designed to encourage and facilitate responsible behaviour;
- **multi-agency provision of services, virtual and physical co-location are the norm**, service silos and duplication are eliminated; and,
- **digital technologies and big data are embedded in the design and delivery of services** to improve customer experience.

8. We make a number of recommendations, but call for three fundamental changes:

- **A new person centred approach to help specific groups and individuals with multiple and complex needs.** Services should be designed around the needs of the person to deliver better outcomes. Local agencies should be incentivised, through place-based budgeting, pooled budgets or other means, to work together more effectively to achieve this. Government should commit now to doing the work needed to enable the next spending review to put this approach into practice.
- **More easily accessible and more flexible funding available to invest in the upfront costs of transformation.** Government acknowledges the need to provide additional resources to help local areas to achieve radical transformation. But there are currently over 30 funds from different departments and with different criteria and allocation methods, thereby only addressing partial solutions. Not only is this inefficient, but Government may not be getting the impact it should for the taxpayer by retaining much of the risk of failure. By funding through grants, opportunities are being missed to give local partners a real stake in their success. Transformation funds should be rationalised and brought together with existing and new capital flexibilities and prudential borrowing to create a single £5 billion transformation investment fund. Government should commit now to doing this at the next spending review.
- **Radical improvements in how data and technology are used to provide smarter services.** Public services are a long way behind the technological advances and new ways of using data that consumers now take for granted. They need to catch up. The public want more convenient access to services and expect their data to be used to improve quality and outcomes.



9. Our consideration of the challenges places face to transform public services has been enriched by the breadth and depth of professional experience that different members of our Panel have brought to bear. To ensure that our recommendations are based on real local experiences and well-informed by the national debate, as well as visiting places and meeting service users, we have spent the last six months speaking to Ministers, Government departments, think tanks, voluntary and community groups, and private sector organisations. We also received written evidence from over 150 organisations.
10. Despite the challenges we are generally optimistic about the opportunities to achieve genuine transformation across public services. We have been encouraged by the enthusiastic leaders and front line workers who are already taking the initiative to radically change how they provide better services for the local people they serve. Such forward-thinking people are leading the way and challenging others to be more ambitious. We need to back them, harness and direct their enthusiasm. Most importantly, we need to make it easier for more places to do the same, whilst holding them to account locally, so the people who matter actually benefit.



Recommendations

A new approach to people with multiple and complex needs

1. The Chancellor should immediately commission delivery departments to work with places to design new approaches to help those people with multiple and complex needs and implement them at the next Spending Review through Government-wide programmes that bring together existing local services for: young people not in employment, education or training (NEETs); people experiencing entrenched worklessness, including those with mental health issues and disabilities; repeat acute and primary care visitors; repeat offenders; and older people with high-use of NHS and social care.
2. Government should insist that all relevant regulators and inspectorates encourage and support collaborative and/or integrated service provision, particularly when they are supporting people with multiple and complex service needs.

Flexible and longer term funding with stronger local accountability

3. Government should use the next Spending Review to rationalise the numerous service transformation funds available to places and ensure that future funding requires places to take a greater portion of the delivery risks. By rolling together existing transformation grants with additional capital flexibilities and prudential borrowing the Government could create a transformation investment fund worth at least £5 billion over the next Parliament.
4. At Autumn Statement 2014, the Treasury should make a firm commitment to provide multi-year budget allocations for as many local public services as possible during the next spending period in line with Whitehall departments.
5. Government should establish a process for agreeing deals with places, where the place accepts responsibility for delivery within reducing budgets in return for greater local flexibility over how resources are deployed and public services designed. Government and places should start the preparatory work now so that this can be implemented in the next spending review period. This could build on the process for local growth. Places should get different levels of responsibility based on their leadership, governance and capability. And, Government should share the risks and benefits of longer-term cost reductions.



6. In places that are ready, Government should co-design mechanisms to establish clear local accountability for public service spending and outcomes. This could build on existing or new Mayors and combined authorities, or a locally accountable person, or Board. Greater decentralisation should be made to places that are ready and willing to go further.
7. Government should maintain and develop the capability to work with places to design better services by committing to an ongoing cross-Whitehall and public sector resource, including to facilitate ‘deals’ on public services with places.

Smarter use of assets and more enterprising places

8. We expect local and national partners to make much better use of all public assets in a place, including all buildings and land owned by national bodies, to enable better integration of services and local growth.
9. Places should demonstrate, through a clear plan, how they will maximise the public value of all assets in their place as part of any bid for further decentralisation of services or transformation funding.
10. There should be a presumption in favour of using assets rendered surplus, through co-location or better management, to provide low cost housing or other initiatives to enable local growth, whether such assets are owned by local or national agencies.

Information sharing and better, bolder use of smart data and digital technology

11. Government should seek cross party support to introduce a draft Bill in the first session of the next parliament to enable information to be shared more effectively across public services to facilitate better outcomes and evaluation.
12. People, particularly those with multiple and complex needs, should in future presume that when accessing services their information will be shared with other relevant providers in order to improve service quality and outcomes; where appropriate, people who object to their information being shared should be able to opt-out of the presumption in favour of sharing.
13. Places should be more ambitious about how they approach information sharing, make better use of data and use digital technology to enable better outcomes.
14. Access to the £5 billion transformation investment fund should be conditional on the advancement of information sharing, technology and data analytics in local transformation plans.
15. Government should demonstrate alongside local public services how the use of data and digital technologies might be transformed: it should consult on creating basic ‘local digital’ standards to enable better use of data, compatibility of digital platforms and to drive ‘open source’ digital innovation; that consultation should also consider whether or not to establish a joint national-local capability to promote those standards and help build the necessary technical capacity in places to take advantage of them.



Adapting proven delivery models to suit local needs

16. By end 2015 Government should establish an independent What Works Centre for Service Transformation, to gather and validate evidence of actions and services that deliver better outcomes for less.

Better collaborative leadership

17. We expect public services across all sectors to work together more collaboratively, to look beyond their own organisations and take shared accountability for delivering better outcomes for the people they serve.
18. Local public service leaders should be prepared to establish collective governance arrangements, and be held accountable by their communities for the outcomes they achieve. That process should involve significant engagement with front-line staff and genuine community participation.
19. The Prime Minister should appoint a Cabinet Minister, for example the Chief Secretary to the Treasury, to act as a national champion for service transformation with day-to-day responsibility to ensure that policy and funding originating from departments led by Cabinet colleagues, encourages rather than hinders, better local outcomes and taxpayer value, including if appropriate the creation or use of an existing Cabinet Committee to support these objectives.
20. To develop the collaborative, cross-sector leadership needed for better local public services, the Cabinet Office, in partnership with existing sector based and professional leadership programmes and colleges, should fund and establish a virtual National Leadership Academy by end 2015.



Chapter 1

Introduction to the challenge

What is the problem that needs to be solved?

1. Local and national leaders, those on the frontline of delivery and service users need no lectures on the pressures facing public services now and in the future. They would all recognise the following challenges to established ways of doing business:
 - **Less money** – following unprecedented cuts to large numbers of public services during the past five years all main political parties are committed to continue the pace of deficit reduction during the next Parliament. Based on existing plans to return the public finances to balance in 2018/19 day-to-day spending on public services as a share of national income will fall to its lowest level since 1948.¹ That will require a 5 per cent reduction in current spending on public services relative to the size of the national economy.
 - **Changing demands and demographics** – medical and health advances, combined with wider, social change mean that people are living much longer and, increasingly spend a smaller proportion of their life in work. We know that health related problems such as diabetes, obesity and mental illness are growing sources of long term pressures. The persistence of more complex social problems entrenched in a relatively small number of people will exacerbate pressures on services.
 - **Technology** – digital channels are transforming almost all aspects of life, including everything from banking to how we interact day-to-day with friends and family. These changes have raised public expectations and changed behaviour about the way services are accessed and consumed. People now expect more personalised, joined up and convenient ways to access the services they require.

¹ Office of Budget Responsibility, 'Crisis and consolidation in the public finances'; p120, (Sept, 2014).



What do we mean by transformation?

2. In recent years, the pressing need to make savings quickly has produced many sensible examples of modernisation and relatively straightforward efficiencies. We recognise that public services across the country have managed this in a measured way, continuing to maintain frontline services and protect the most vulnerable. Yet, given the ongoing pressures outlined above traditional ‘top-down’ and efficiency-based approaches to savings and service reductions will become increasingly unsustainable. On its own Government will not be able address the scale of the challenge. Instead it must actively involve local organisations delivering services and the people using them in a radical process to transform the purpose of public services in the 21st century.

What can we achieve?

3. Public service transformation cannot by itself deliver the scale of public funding reductions which is required. But it is clear that it has a pivotal role to play and, without transformation, deep cuts in funding will feed through directly to deep cuts in services. For example, independent analysis for the Local Government Association, suggests significant net savings are achievable if ‘whole place’ approaches to the integration of public services were adopted nationally.² More importantly, that approach indicated radically improved outcomes for people – helping us overcome societal challenges that have persisted for many decades. Public sector leaders have been persuaded by the benefits of change – a recent survey carried by New Local Government Network³ provides clear evidence showing that leaders agree service transformation creates better outcomes for people and reduce long-term costs. See diagram below.

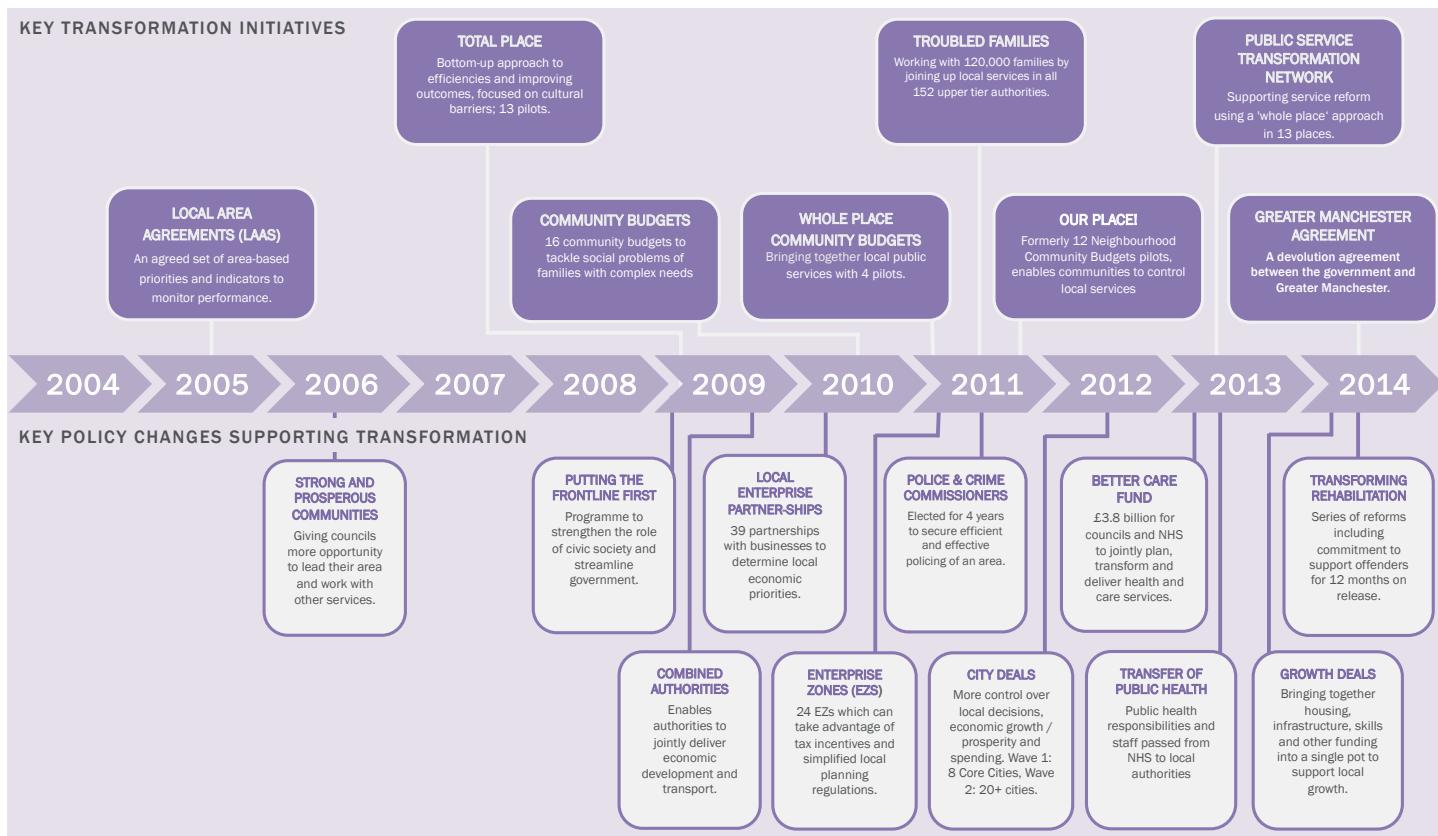
AGREE THAT SERVICE TRANSFORMATION LEADS TO:



4. There has been some encouraging progress over the last 10 years to try to radically challenge the way local public services are delivered, as shown in the diagram on the next page. Yet, despite the ‘prize’ at stake this has not been at the scale and pace necessary.

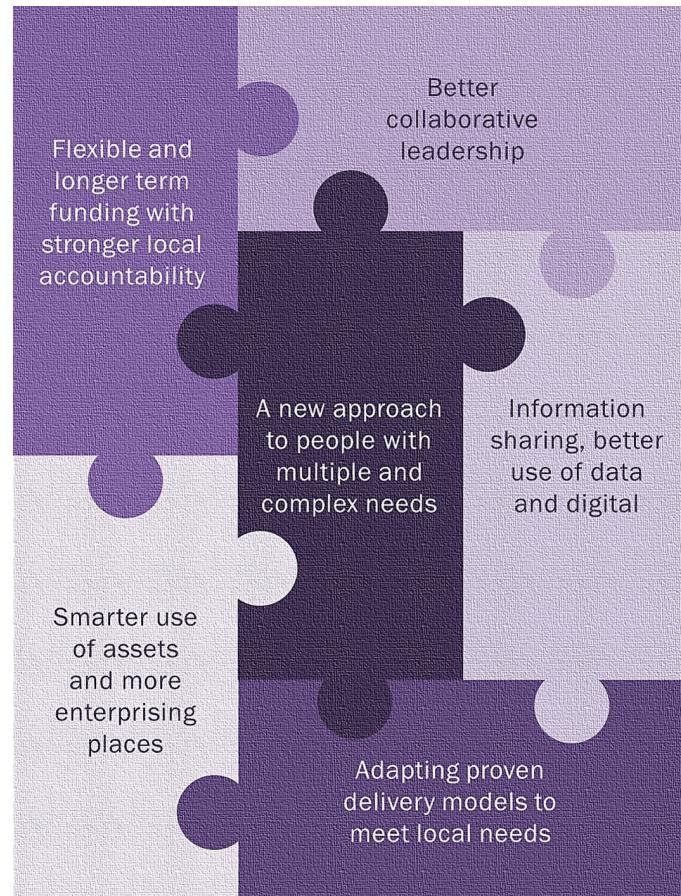
2 Ernst & Young for the LGA (01/2013) *Whole Place Community Budgets: A Review of the Potential for Aggregation*.

3 NLGN survey of councils, public and private sector partners conducted in Jan-Feb 2014, with 116 respondents.



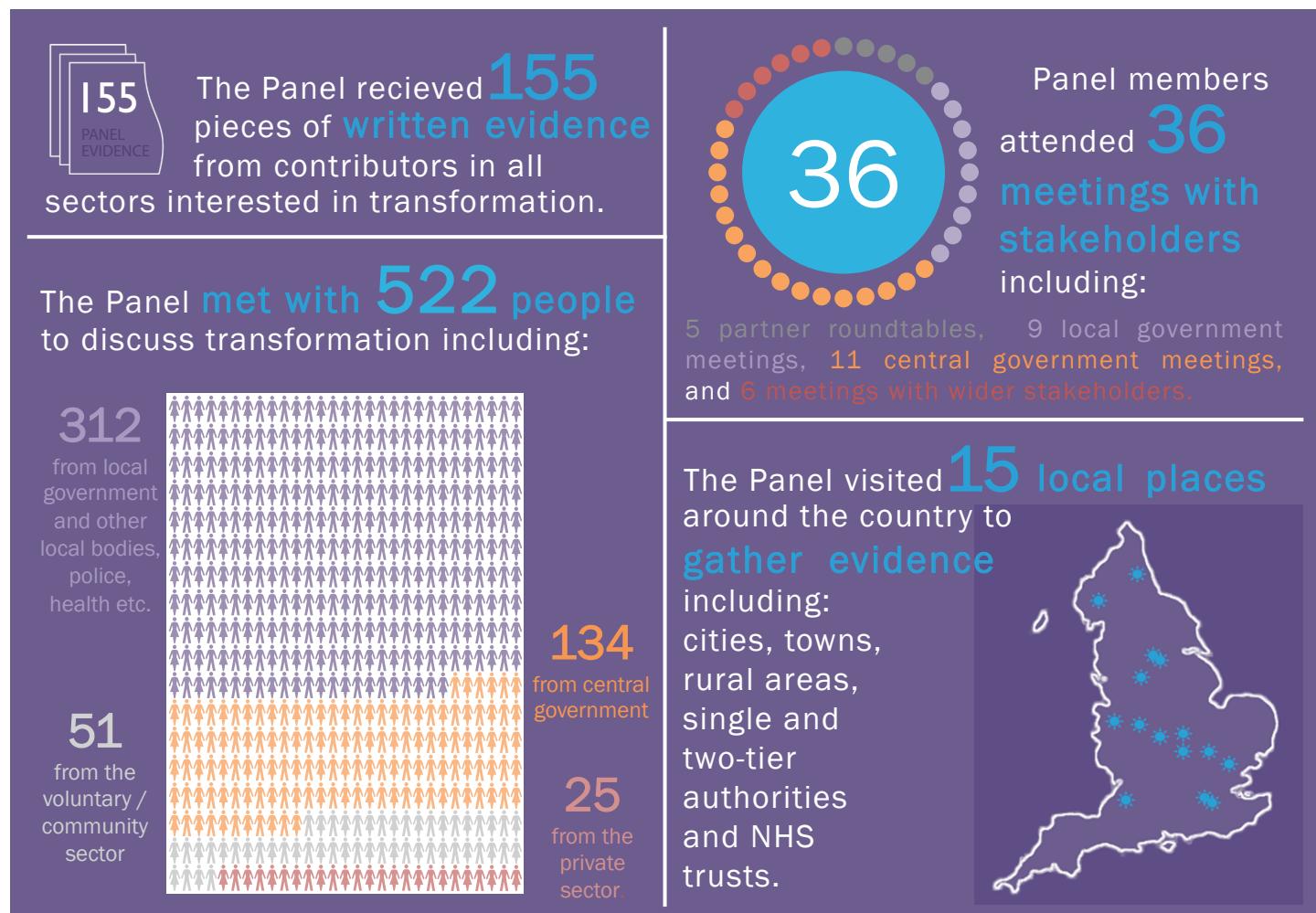
The Service Transformation Challenge Panel

- In 2014, the Chief Secretary to the Treasury and the Secretary of State for Communities and Local Government commissioned this independent Service Transformation Challenge Panel to recommend how public services can significantly achieve better outcomes for people in more places, and at a faster pace.
- Our report sets out the Panel's findings, structured around six interlocking characteristics for successful transformation as shown in diagram opposite. Critically, our conclusions are based on visits to places across the country, the valuable body of evidence submitted to us by organisations spanning all sectors and informed by our discussions with national policy and decision makers. Our report contains recommendations for both Government and places to facilitate the radical reform to public services we all agree is needed. More importantly, it sets out an approach and method to pursue, based on collaboration and public engagement, which we believe offers the best hope for a sustainable future.





Summary of Panel's evidence gathering





Chapter 2

A new approach to people with multiple and complex needs

What are the issues?

7. For some people, contact with multiple public services, including health, social care, Jobcentres, and in some cases the criminal justice system is a regular part of life or a feature of their lives at a particular stage. Where responses are not joined up early enough this can result in costly interventions and ultimately poorer outcomes for those people. No agency can by itself drive the change needed to address this and yet we all, not least users of those services, can benefit from improving outcomes.
8. The traditional approach to public services, in which individual agencies focus on just one element of a complex problem, for which they are accountable to Government departments, is simply not working. Approaches which ignore the complexity of individuals' lives as well as local community circumstances and instead deliver one-size-fits-all solutions are likely to fail.
9. Reducing budgets increases the pressure to reduce high-cost, complex dependency on public services. Yet, this is not solely a funding issue. Many of the challenges around multiple and complex dependency have persisted in times of relative plenty in public finances and in all of the places we visited, we saw that this was a long-term challenge often stretching back decades. Evidence from recent initiatives such as 'Supporting Leicestershire's Families', indicate new ways of working that can deliver positive results for these people.
10. The recent success of the Troubled Families Programme has, in large part, been due to local understanding of the families the Programme is seeking to help. This local focus on people with high dependency on reactive services has been critical in breaking down organisational barriers and shifting emphasis and funding towards integrated solutions rather than single-agency, costly interventions.



Newcastle Families Programme

Newcastle Families Programme works with over a thousand families. A key aim of the Programme is for all partners to maximise the impact of working together with families around a shared set of objectives. Families involved in this programme have multiple difficulties, which require a multi-agency response.

Success is measured by: children improving attendance; all members of the family reducing levels of anti-social behaviour; or, an adult in the family moving off 'out-of-work benefits'.

The Programme has been a significant success in Newcastle – resulting in around 680 families being 'turned around', as of May 2014. Based on the success of the approach Newcastle will soon begin working with an additional 450 families.

Based on analysis by Core Cities, for every 1,000 troubled families that are re-habilitated potential avoided costs of between £62 million and £75 million per annum. could be achieved.

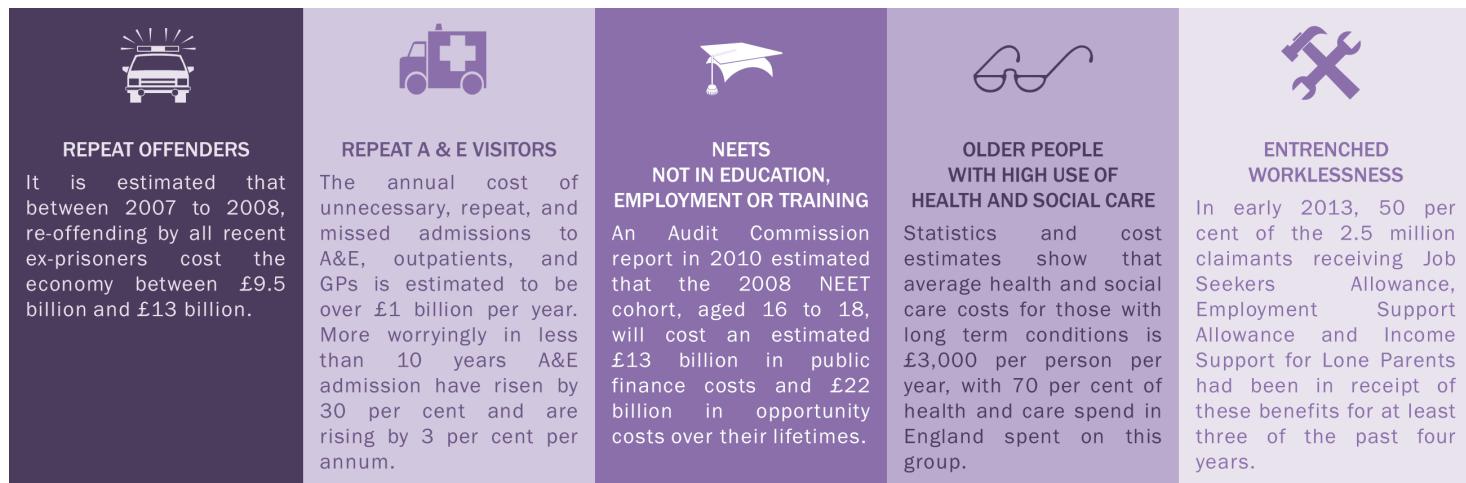
11. There is no 'magic formula' that makes this approach work. However, in almost all places we visited, we heard evidence of the success of the multi agency Troubled Families Programme. We identified the following common threads:

- Local understanding of the issues faced by the families we are seeking to help;
- Strong local leadership – including local political commitment – to tackle the challenges of troubled families (this is particularly challenging in two tier areas such as Cumbria and Derbyshire County Council, but we also saw here how in these places with determined leadership they are making progress);
- A mandate from Government – helping to bring key partners 'to the table' (Gloucestershire County Council highlighted the value of this for their successful Troubled Families Programme);
- A clear and proven preventative intervention to stop people escalating to the highest level of need (Nottingham City Council told us how joint commissioning with health partners had enabled them to focus on preventative interventions);
- Some very simple, practical measures to bring agencies together (e.g. effective use of co-location of partners in places such as Leeds, who have co-located numerous teams to deliver an integrated approach to risk assessing child protection issues);
- Local discretion on how best to achieve the outcomes;
- Effective sharing of data; and,
- Flexibility to deploy resources according to the nature of the problem rather than to meet the requirements of individual funding agencies.



What needs to happen?

12. We think places need to apply the common threads of success of the Troubled Families approach and apply it to other challenges, where there are similarly proven interventions and simple mechanisms that could enable services to be redesigned across a number of agencies, focussing more on the person and outcomes. Without being prescriptive on places, we have identified a number of high-cost groups that could benefit from this transformative way of working. These are set out in the diagram below.



13. **Government needs to establish a framework which supports places to do more deals on local priorities** We are clear that this means empowering places to do deals between local partners and Government on their local priorities. Government should work with places to identify and co-design ways of working with people with multiple and complex needs, using proven interventions where they exist and ensuring that places adopt methods that have been shown to work elsewhere. Places need clear expectations about the outcomes expected.
14. Critically, the next Spending Review should be designed to allocate investment around a number of specific outcomes or population groups. This should be done before Departmental Expenditure Limits (DEL) are set, otherwise departments will resist having funding removed to support outcome based programmes. Local places should then agree with Government how they will deliver these programmes in their communities. This will enable partners in places to make deals with Government on shared outcomes without the need for Government to design and prescribe a range of national, one-size-fits all programmes.
15. The Troubled Families Programme was partly funded centrally, but we do not think that all future deals should be reliant on Whitehall to prescribe specific programmes. Such an approach slows down ambitious places and risks reinforcing silos rather than breaking them down. We are instead confident that solutions can be driven at a local level and saw encouraging signs of this in Lambeth, Lewisham and Southwark working collaboratively to reduce the number of people on working-age benefits.



Recommendation 1:

The Chancellor should immediately commission delivery departments to work with places to design new approaches to help those people with multiple and complex needs and implement them at the next Spending Review through Government-wide programmes that bring together existing local services for: young people not in employment, education or training (NEETs); people experiencing entrenched worklessness, including those with mental health issues and disabilities; repeat acute and primary care visitors; repeat offenders; and older people with high-use of NHS and social care.

Joining up inspections

16. Improving outcomes and reducing costs requires smarter, more effective co-ordination between existing inspection agencies to focus on the shared outcomes that local agencies need to achieve for people across a place. Whilst there is already greater acknowledgement of the need for multi-agency working and shared outcomes (e.g. Ofsted), we heard from many places we visited about how the general approach to inspections is that these bodies often work separately, focusing on processes more than outcomes around a single theme or service area. This imposes additional time and administrative burdens and can act as a barrier to local ambitions to integrate service provision to improve outcomes for people.

"In redesigning services to improve the outcomes for children we have found the requirements of separate inspection/performance arrangements in Ofsted, CQC, NHS England, Child and Maternal Dataset and Public Health England. What progress is needed is an integrated approach which can hold maternity and other health provision, social care, schools, and children's services to account for the collective outcomes of children in the borough"

Early Years Team, Greater Manchester

Recommendation 2:

Government should insist that all relevant regulators and inspectorates encourage and support collaborative and/or integrated service provision, particularly when they are supporting people with multiple and complex service needs.



Chapter 3

Flexible and longer term funding with stronger local accountability

What are the issues?

17. Our assessment is that the current model of allocating funding for public services simply will not work in the face of the continued downward pressure on budgets, growing demand and changing user expectations. Departmental silo models of funding services promote single-agency responses, not pooling around shared deals to solve local challenges. And, annual finance settlements discourage partners from co-investing in long-term prevention or working with others in a sustained way. We need to allocate spending in a way that: targets outcomes not process; incentivises cross agency working; enables organisations to build services around the person; and, makes changes and decisions for the longer term.

"We need a recognition nationally to develop joint funding/budgets and commissioning arrangements so that partners won't be precious about making savings within their own organisations"

West Yorkshire Police

18. Radical change to public services requires up-front investment, particularly where there are short-term dual running costs between the 'new thing' and traditional service delivery. Government departments have responded to this need by putting in place a range of transformation and innovation funds. But, whilst sound in intent, we have heard from a range of places such as Surrey, Greater Manchester, Wirral, Essex and Sheffield that this is not sufficiently joined up to meet the challenges of the next five years. The risk is that these numerous funds reinforce silos and discourage sustained change. Officials described many examples of bids for running costs of existing or expanded services, with no long term reform built in.
19. The current approach also risks perpetuating a costly bidding culture. The LGA estimate council bids into Government costs around £30,000 per bid. Instead, places need to be encouraged and empowered to take a longer term view, making the changes needed now to deliver reformed services over the years ahead. Government needs to find a way to transfer an element of the risk in service redesign to local places, in return for those places taking greater responsibility and control. Many of the places we visited were clear they were prepared for this.



Cheshire West and Chester Public Service Board

In 2011, Cheshire West and Chester recognised the need to create an effective forum to put ‘place based’ decision making at the heart of public service delivery. A Public Service Board ('the Board') was established. The Board brings together all relevant service providers, including the voluntary sector, and is chaired by the Chief Executive of the Council. It has a clear purpose, defined objectives and local accountability for outcomes. The Board has pushed partners to identify better ways to join up services particularly for local people who create the highest demands on public services. Each partner takes the lead on specific projects within the Board’s transformation portfolio and collectively hold each other to account for outcomes. The crucial success factor of the Board is that it is delivering tangible benefits - reducing duplication, driving efficiency and improving outcomes for people. The Board is on track to oversee delivery of over £100 million fiscal and economic benefits.

What needs to happen?

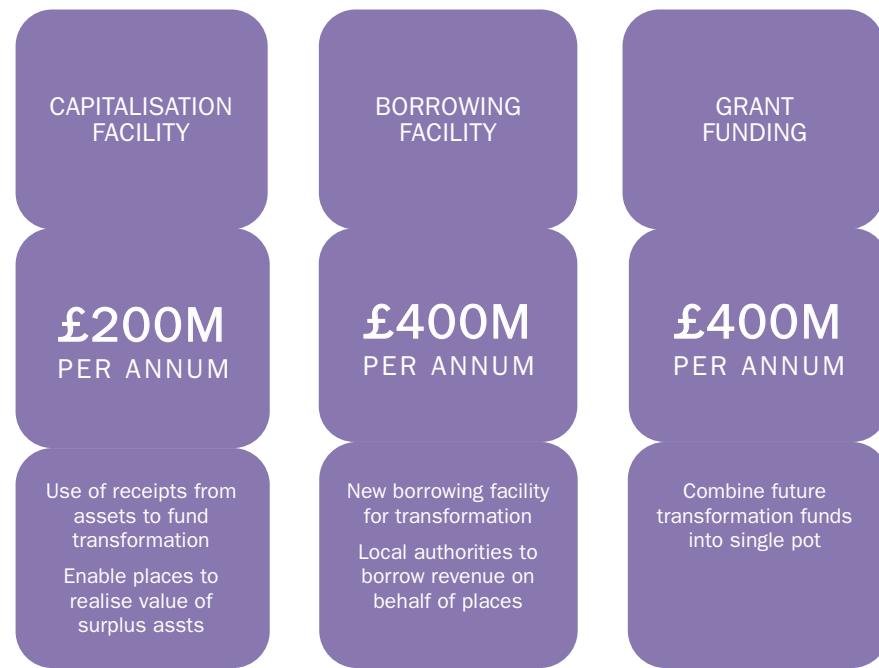
20. The message from places was clear that there is a real need to consolidate the separate departmental pots into a single fund, with all transformation and innovation-related funding coordinated through this single source. We think that Government needs to better coordinate existing transformation funding, share the risk with local places and continue to provide up-front investment, making clear what it expects in return. The precise level of funding should be set at the next Spending Review. Based on current funding levels, we estimate that this could be at least £400 million per annum.
21. Government funding must not be seen as the only or most appropriate source of transformation investment. Sustainable change is more achievable if investment opportunities are also open to the private and voluntary sectors. That will also require a move away from the current ‘bidding culture’ with Government to a position in which local public services have clearer options and greater control over how they finance reform. This should involve a new borrowing facility for councils (working with partners) to borrow for revenue purposes, on behalf of partnerships, at low cost. The framework for this is already in place through the Public Works Loans Board and appraisal decisions could be supported by the What Works Centre. Initially, we recommend that the available lending at preferential rates through this route is at least £400 million per annum.
22. Places should also be given more freedom and encouragement to use the value of surplus public sector assets for their transformation work. We recommend councils and partners are able to use the receipts from these assets to fund the revenue costs of transformation. To enable this we propose a capitalisation facility is established of no less than £200 million per annum.
23. Taken together, these provisions for smarter use of existing funding, coupled with more options for places to access local investment, could release at least £5 billion funding to support service transformation over the period of the next Parliament. The diagram on the next page shows how this fund could work.



TRANSFORMATION INVESTMENT FUND

£5 BILLION

2013 – 2020



Recommendation 3:

Government should use the next Spending Review to rationalise the numerous service transformation funds available to places and ensure that future funding requires places to take a greater portion of the delivery risks. By rolling together existing transformation grants with additional capital flexibilities and prudential borrowing the Government could create a transformation investment fund worth at least £5 billion over the next Parliament.

Multi-year funding and pooled budgets

24. The Panel held a roundtable in Cambridge with stakeholders from private, voluntary sector and several local authorities. There was clear agreement on the need for longer-term funding to encourage partners to co-invest in change in a place. This sentiment was echoed by nearly all places and organisations we spoke to. A lack of certainty inhibits investment in partnerships and encourages short-term initiatives to ‘balance the books’. Government can and should address this through a move to multi-year funding settlements for local public services. By combining this with the approach to complex needs groups we recommend in the previous chapter the Government would send a powerful message that it advocates long term perspective to drive change.



Recommendation 4:

At Autumn Statement 2014, the Treasury should make a firm commitment to provide multi-year budget allocations for as many local public services as possible during the next spending period in line with Whitehall departments.

Clearer local accountability for spending and outcomes

25. In our visits, we heard considerable frustration from places about the difficulty of joining-up partners around local priorities. Aside from councils, the key public service agencies are nationally accountable to their departments and, ultimately, Parliament – and this sets a ‘cap’ on the level of local accountability that can be achieved across partnerships. This is linked to the issue of departmental funding (set out above).
26. We have seen a real appetite amongst places to move beyond pooling of budgets and take more control over local public spending to drive both growth and public service reform. And, there is recognition that, to achieve this, places must demonstrate they have the governance arrangements in place that are capable of driving local delivery on shared outcomes, whilst linking to and satisfying national level accountabilities.
27. Clearly, not all places are at the same level of readiness to take on greater responsibility for public expenditure across an area. But, we have seen in Greater Manchester, the development of impressive, multi-agency and cross-authority governance arrangements capable of being accountable for a much greater level of devolution of funding. Their example is already encouraging places that have similar partnerships in place, for example in the Leeds and Sheffield City Regions and in the North East, to bring forward equivalent levels of ambition and innovation. In many ways, whilst more focussed on growth than public services, the example of Greater Manchester and its recent ‘deal’ with Government sets a useful benchmark against which other places can test their readiness to take on more:
28. The challenge is for every place to consider their own response to the challenges which characterise their communities and to develop solutions which are locally owned and led. Government’s role is to put in place the framework that allows effective local approaches to deliver results.

“Too much spending is still locked in organisational silos, fractured into small pots administered by different organisations”

Local Government Association

Recommendation 5:

Government should establish a process for agreeing deals with places, where the place accepts responsibility for delivery within reducing budgets in return for greater local flexibility over how resources are deployed and public services designed. Government and places should start the preparatory work now so that this can be implemented in the next spending review period. This could build on the process for local growth. Places should get different levels of responsibility based on their leadership, governance and capability. And, Government should share the risks and benefits of longer-term cost reductions.



Recommendation 6:

In places that are ready, Government should co-design mechanisms to establish clear local accountability for public service spending and outcomes. This could build on existing or new Mayors and combined authorities, or a locally accountable person, or Board. Greater decentralisation should be made to places that are ready and willing to go further.

Recommendation 7:

Government should maintain and develop the capability to work with places to design better services by committing to an ongoing cross-Whitehall and public sector resource, including to facilitate 'deals' on public services with places.



Chapter 4

Smarter use of assets and more enterprising places

What are the issues?

29. Smarter use of public sector assets can help places to fund transformation and re-design services around the needs of the community. We have seen that some places are already doing this through partnerships that more effectively consolidate property portfolios. In Swindon and Nottingham we saw integrated Town Centre and community protection teams, bringing together the police and council in shared premises. In Greater Manchester we saw delivery hubs around various service delivery themes, where different agencies have co-located. But, the panel saw more limited evidence of all places taking a systematic and sufficiently ambitious approach to this.
30. Of course, public services using assets to support growth and change is not new. The use of council-owned land to drive regeneration, re-invigorate retail and stimulate housing development has been a part of the relationship between local authorities and businesses for decades. Yet, the current financial context requires a step-change in this approach. In the past, assets have been used by single agencies, often to support mainstream services or deliver discrete projects. In future, a focus on ‘deals’ around shared outcomes requires a much more coordinated and shared approach to make use of all public assets in a place. Government should use it to encourage places to go much further in securing best value from all local public assets.

“The innovative use of public sector assets across two tiers of local government will help us meet a funding gap running into several millions of pounds”

Shepway District Council

31. From our evidence it is clear that private and voluntary sector providers are playing an important part in helping places deliver better services through investment and new delivery models. These sectors can be well suited to the challenges public services reform demands. In particular, an ability to scale and replicate innovation, to share risk-taking, provide up-front investment, and share expertise. We encourage local commissioners to recognise the value that other sectors can bring at all stages of the commissioning process. New delivery models such as spin-outs and mutuals can also generate alternative forms of revenue to make services more sustainable.



32. Where multiple commissioners exist locally it is possible to spin out staff into a single third party provider, as a joint venture, trust, mutual or community interest company. For example, in 2011 Swindon set up a mutual to provide integrated health and social care. Local staff from two employers were spun-out into a single organisation, SEQOL. The results have been very positive; 84 per cent of people receiving re-enablement service do not need care services later down the line, compared with 58 per cent nationally. The average length of stay is also significantly lower than the national average.

'3BM' delivering school support services through a mutual joint venture

3BM was spun out of the London Boroughs of Hammersmith and Fulham, Westminster City Council and the Royal Borough of Kensington and Chelsea in 2013 as a public service mutual in a joint venture with Prospects. It delivers services to local schools and to the three local authorities. Through this new model, staff numbers have increased by roughly a third, revenue has increased by 60 per cent, staff retention is up to 96 per cent and 3BM's first customer satisfaction survey suggests 76 per cent of customers are 'very satisfied' with the service.

33. We heard anecdotal evidence suggesting progress in adopting new models of delivery may be impacted by perceptions around risk, complexity and technical barriers. We suggest Government considers working in partnership with public services to ensure that where there are barriers, real or perceived, that there is adequate support to overcome them.
34. We have seen some very encouraging joined-up use of public assets in some of the places we visited. For example, through Government's One Public Estate, partners in Leeds have integrated their health and social care staff into new area based teams, enabling integrated service delivery, with expected savings of up to £3 million in the first three years of the new model. In Nottingham, DWP is co-locating its youth employment services with the council, again enabling closer working between partners and an immediate saving of £500,000.
35. We have seen enough evidence to conclude that there is significant, un-tapped potential in this space. For example, in Worcestershire, partners (including the County Council, Redditch Borough, Worcester City, Police, Fire and Rescue Service, and NHS) are exploring a single joint property vehicle to manage the collective public sector estate through a single entity. Key benefits include up to £50 million in capital receipts over 10 years and reduced property-related costs of £20 million over 10 years.



Cambridgeshire's Making Assets Count

The Making Assets Count (MAC) Programme brings public sector organisations and property portfolios together more effectively with overall aims to deliver better public services for communities and reduce costs.

Local partners include Cambridgeshire County Council and Districts, Health, Police and Fire and Rescue Services. MAC also works closely with other partners including East of England Local Government Association, Government Property Unit, Highways Agency and Jobcentre Plus. Key initiatives include:

- Creation of the Chatteris Community Hub, which combines Library and council 'one-stop shop' facilities;
- The County Council and the Fire and Rescue Service exchanged adjacent land in Burwell, East Cambridgeshire to enable the provision of a new Fire Station for the local area whilst maintaining service cover during construction;
- The creation of a single map of public sector assets in Cambridgeshire which enables the identification of property-related opportunities;
- Co-location of adult day services into an underutilised Police Station;
- Co-location of County Council services and Police and Crime Commissioner at South Cambridgeshire District Council's HQ and NHS services at Huntingdonshire District Council's HQ; and
- The creation of a joint Cambridgeshire Public Sector Asset Management Strategy.

What needs to happen?

36. The use of assets is linked to the need for places to be more enterprising where this brings clear benefit to users of public services. By capitalising on local growth opportunities, enterprising local places can more effectively reduce dependency on services, whilst improving people's outcomes and increasing financial sustainability of services.
37. There is a role here for Government to support and encourage places to make better use of local assets. But, ultimately, this requires places to be ambitious and willing to cede assets to deliver on shared, local priorities. This might involve disposing assets to drive growth or fund transformation programmes. In other cases it might involve empowering communities to take control of assets themselves, and there are numerous examples around the country where this is being delivered. Government and its agencies should also be encouraged to pass assets from central to local control, allowing assets to be more effectively managed in the context of joined-up local services.
38. Encouraged by Government, places need to take a lead in maximising public value of all assets in their area. Possible options vary from releasing land for low cost housing, to inward investment opportunities or development of public sector hubs. We are not being prescriptive. This must in all circumstances be about area-wide priorities balanced with particular needs in specific communities.



This approach must be led by local places. Whitehall officials cannot and should not be expected to decide on the potential of derelict land or an old community facility in a particular local area. Instead, the role of Government is to encourage local places to think strategically about their assets as well as encouraging places to be as ambitious as possible around local assets in all discussions on transformation funding.

Recommendation 8:

We expect local and national partners to make much better use of all public assets in a place, including all buildings and land owned by national bodies, to enable better integration of services and local growth.

Recommendation 9:

Places should demonstrate, through a clear plan, how they will maximise the public value of all assets in their place as part of any bid for further decentralisation of services or transformation funding.

Recommendation 10:

There should be a presumption in favour of using assets rendered surplus, through co-location or better management, to provide low cost housing or other initiatives to enable local growth, whether such assets are owned by local or national agencies.



Chapter 5

Information sharing and better, bolder use of smart data and digital technology

What are the issues?

39. Service providers hold information about the clients they serve. It is often the case that people interacting with a number of services have to repeat their story to different providers. This is often exacerbated by the fact that providers do not cross-check information to ensure it is correct, or share information to establish a better understanding of their client's needs and the underlying causes.
40. Sharing information and data across agencies can act as a powerful driver to improve service outcomes. This is particularly the case when different agencies provide tailored services to individuals with multiple and complex needs. For example, the Troubled Families Programme and the integration of Health and Social Care rely on much better sharing of case-level information in order to identify, assess and target the right intervention at the right time. To do this effectively service providers need to tackle the overwhelmingly cultural and organisational barriers to better information sharing.

Creating a sharing culture in Melton Mowbray

In 2012 Melton Borough Council co-located with 11 public and voluntary sector partners in a new building - Parkside. The result has been more collaborative working driven by better sharing of information. That has led to better outcomes and helped to create a 'one public sector' ethos.

Services based at Parkside predominantly use one common consent form to work with clients and each partner has access to a number of shared databases. Regular multi-agency case conferences involving Police, Probation Service, Youth Offending, Fire and Rescue, NHS, county and borough councils are held to combat anti-social behaviour and protect vulnerable people in the local community. Sharing information has led to a better understanding of priority local issues and smarter ways to tackle them, which has significantly improved outcomes.

"You could see the scales falling from eyes as we realised how much more we could achieve through information sharing" – Chief Executive, Melton Mowbray Council.

41. The success of the approach we set out in Chapter two is largely dependent on more effective information sharing and better use of data to inform the way services are delivered.



42. Many of the places we visited told us in very clear terms that they understood the need to better share information and use data to create more integrated public services. However, they expressed uncertainty about how to achieve that in a practical and safe way in line with their perceived statutory obligations. We also received a number of written submissions that argued the plethora of guidance about information sharing across the public sector was confusing and created a lack of clarity about what could and could not be shared.
43. During our visits and roundtables held with experts it became clear some agencies are very risk averse and guard their autonomy to the point that they will not share information even when there is a clear rationale and statutory basis. In other instances, we were told that because sharing has not been the norm its value is not recognised and the appropriate agreement and processes have not been established to make it happen.
44. Though we found several examples of information being shared effectively to improve local outcomes, we saw that the combination of these factors outlined above has contributed to a generalised attitude across the public sector that sharing information is difficult, risky and time consuming.

Barnet's use of predictive data to improve outcomes

In 2013, Barnet began to gather and analyse evidence to identify Year 11 pupils most likely to struggle to participate in education, employment or training (NEETs) after the age of sixteen. That was part of a wider strategy to deliver better outcomes for NEETs by targeting resources on early preventative intervention and promoting information sharing across schools and social services. Points are allocated for contextual factors characteristic of the NEET population, such as special educational needs, free school meals, ethnicity, ward of residence and whether children are known to social services. The strategy has enabled schools to identify and support children at risk with some success. Year 12 destination data suggests that 91 per cent of registered children were in education, employment or training. Barnet aims to extend the approach to identify children in Year 8 that present a high risk of becoming NEET.

45. Much more needs to be done to shift attitudes so that sharing becomes the default position. Some major barriers to progress are:
 - A lack of leadership about the importance of information sharing;
 - A lack of public awareness about the benefits;
 - Different and often incompatible information management systems;
 - Uncertain interpretation of the Data Protection Act, compounded by conflicting guidance issued to different organisations about what can and cannot be shared; and,
 - Conflicting approaches about how information can be safely shared.



West London sharing social care information with the NHS

More than 108 data sharing agreements were created so that three West London boroughs could share anonymised social care records with the NHS to compare against medical records. The information sharing exchange was one-way because the NHS would not share anonymised patient records with local government. However, the analysis was shared and it provided a much better understanding of high risk individuals in the local population, revealing that around 80 per cent of spending on health and social care was consumed by 20 per cent of patients. As a consequence duplication has been eliminated and healthcare is now far more joined up. However, this was complex, time consuming and only made possible because of the strong relationships and shared interest among local partners to realise the benefits of integrated healthcare.

What needs to happen?

Information Sharing

46. To transform services and outcomes, particularly for those people who present the greatest risks and create the biggest demands, there needs to be changes in the statutory basis for sharing information as part of a national debate about the benefits of sharing. That debate should not shy away from advocating the introduction of a general presumption that service user information will be shared across public services where this improves outcomes.
47. We acknowledge that this has far-reaching implications which may require further exploration. However, some recent polling⁴ suggests the majority of the public would support greater information sharing across public services if the benefits were more clearly explained and where appropriate data is anonymised and an opt-out available.

"My life is already on Facebook if they [public services] want to find anything out about me"

from Panel visit to Essex

Recommendation 11:

Government should seek cross party support to introduce a draft Bill in the first session of the next parliament to enable information to be shared more effectively across public services to facilitate better outcomes and evaluation.

Data and Digital

48. 'Digital' has become widely used shorthand for the improved use of technology, digital resources and data management to improve access to information, transform services and communication. From what we saw and heard, we conclude that local public services have not taken full advantage of digital to improve the costs and quality of their services or to enable more connected communities.

⁴ IpsosMORI, 'Public attitudes to the use and sharing of their data', (July, 2014)



49. While operational sharing of client information is a necessary first step, public services will also need to take advantage of digital technologies and ‘big data’ analysis to drive service transformation. These advancements and the rapid growth of publicly available data have opened up innovative new ways to gather valuable information and insights for developing more preventative public services. When used effectively with digital delivery channels, significant improvements in public services with better outcomes and reductions in spending can be achieved.

Central London Community Healthcare NHS Trust using technology to prevent admissions

Central London Community Healthcare (CLCH) has given patients with chronic obstructive pulmonary disease (COPD) a low cost ‘tablet’ to enable specialist nurses to perform remote tasks, monitor conditions and communicate with patients. The approach reduces the need for more expensive, face-to-face contact. It has also given patients more independence and put them more in control of their own health. CLCH estimate that this approach could achieve savings of between £50 to 60 million a year. One patient participating in the pilot said: “It has made me more aware of chronic obstructive pulmonary disease, so now I can take quicker actions myself which benefit my own health”.

50. Evidence submitted by Policy Exchange⁵ suggests that more widespread application of digital could drive significant additional productivity improvements – up to £24 billion a year by 2020 – to reinvest in front line services. To take advantage of this opportunity we believe that there is significant scope to support local transformation through the development of basic standards and proven best practice.
51. In many places we heard a clear acknowledgment of how data analysis and data analytics can enable better services. But, we also heard that because these are niche capabilities, places do not have a clear understanding of the possibilities and there tends to be a lack of local capacity and skills.
52. The result is that, on the whole, local public services use of digital lags behind the mainstream particularly when compared with the way the private sector uses customer data. Technological developments will continue to create new and exciting opportunities to make better use of data and digital communications to deliver better public services. Public services will need to keep up with these developments and be supported to take advantage. However, there is no obvious body or organisation to promote the use of local digital.
53. There are already lessons emerging from a number of pilots that highlight how digital technology can extend support to more vulnerable customer groups and transform local services for users and staff.⁶ For example:
- Promoting an online ‘self-sufficiency’ strategy in Lewisham so that service users become more confident at using online services;⁷

5 ‘Technology Manifesto’ (2014); http://www.policyexchange.org/publications/category/item/technology-manifesto?category_id=24

6 <http://dclgapps.communities.gov.uk/diginclusion/>

7 <http://www.localdirect.gov.uk/resource/an-overview-of-lewishams-universal-credit-pilot-peter-gadsdon-april-2014/>



- Improving customer insight based on a ‘big data’ analysis of socio-economic data and information on existing interventions from a range of public service providers across Suffolk to enable a more joined-up response to people’s specific needs;⁸
- Providing real time information sharing and a single assessment process so that over 60 services can co-ordinate interventions for individuals and families across Staffordshire;⁹ and,
- A smartphone app to connect 13 to 19 year olds in central London with advice, support and training to reduce the risk that they become NEET.¹⁰

Recommendation 12:

People, particularly those with multiple and complex needs, should in future presume that when accessing services their information will be shared with other relevant providers in order to improve service quality and outcomes; where appropriate, people who object to their information being shared should be able to opt-out of the presumption in favour of sharing.

Recommendation 13:

Places should be more ambitious about how they approach information sharing, make better use of data and use digital technology to enable better outcomes.

Recommendation 14:

Access to the £5 billion transformation investment fund should be conditional on the advancement of information sharing, technology and data analytics in local transformation plans.

Recommendation 15:

Government should demonstrate alongside local public services how the use of data and digital technologies might be transformed: it should consult on creating basic ‘local digital’ standards to enable better use of data, compatibility of digital platforms and to drive ‘open source’ digital innovation; that consultation should also consider whether or not to establish a joint national-local capability to promote those standards and help build the necessary technical capacity in places to take advantage of them.

8 Local Government Delivery Council, ‘Transforming services for high demand families through insight and collaboration’, case study 34 (2014).

9 <http://www.staffordshire.gov.uk/health/childrenandfamilycare/FamiliesFirstPartners/Patchwork/patchwork.aspx>

10 Local Government Delivery Council, Customer led transformation programmes, ‘Career and life skills for NEETs’, case study 23 (2014)



Chapter 6

Adapting proven delivery models to suit local needs

What are the issues?

54. National and local agencies told us that re-designing services ‘from scratch’ takes time and resources; and, that there is often a period of ‘dual running’ while the new service establishes itself and the old one is decommissioned. These circumstances create two key challenges: first additional up-front investment to run a new service; and second, the risk of providing an unproven service. If every place began to innovate from scratch these costs and risks would begin to mount. Transformation does not require innovation in all places. When a solution or service intervention has proven to be successful it should be relatively straightforward to transfer this to other places, with some adaptation to suit local conditions.
55. We have been struck by how often a good idea in one place does not get copied and adapted elsewhere. That is unfortunate. It is, at least in part, driven by a bidding culture that is skewed towards rewarding innovation rather than imitation and which may even be deterring places from sharing their intellectual property. Our other concern is that, increasingly, places lack capacity to evaluate best practice and build robust business cases for adopting the models that are already ‘out there’. This is unsurprising given the pressures on public service agencies to reduce what they might see as back office support. But, there is a danger that, without the capacity to learn from best-practice, places continue to ‘re-invent the wheel’, and miss opportunities to implement transformational change in a low-risk manner.
56. We have seen evidence of other places adapting proven best practice and making it work for their services.

“Every place is unique, but not so unique it can’t learn from other places”

External stakeholder from
Challenge Panel meeting,
25th June 2014



Hackney's innovative approach to children's social care

Hackney Children's Services transformed its structure and practice through the Reclaiming Social Work (RSW) initiative, also known as the Hackney Model.

This initiative involved the creation of new social work 'units' where social workers are organised into smaller, multi-skilled teams with shared responsibility for each case. The key benefits are social workers with more time to work directly with families and effect positive change. Since implementation, the overall cost of children's social care in Hackney has fallen by almost 5 per cent.

The Hackney Model has been adapted and implemented by around 30 authorities across the UK. In Cambridgeshire for example, the council implemented Reclaiming Social Work in full. Subsequently they were assessed as 'Good' by Ofsted following full implementation of the Model and feedback from social workers has been overwhelmingly positive.

57. In some places, most notably in Greater Manchester, we saw a growing commitment to building skills and capacity to evaluate what works in terms of providing better outcomes for people at lower cost.

Manchester's robust approach to analysis and evidence

The ten local authorities that make up the Association of Greater Manchester Authorities established and funded New Economy Manchester. Prior to that they had set up a Greater Manchester Public Service Reform team. This joint investment in analytical and policy capabilities has underpinned the development of a single growth and reform plan across the city region. It has also enabled a single point of contact with government. These shared capabilities and relationship have helped Greater Manchester to successfully analyse the costs and benefits of a range of innovative programmes including Working Well, which helps get more local people back into sustainable employment. Most importantly, these capabilities build confidence that tackling social and economic issues together will have greater impact than initiatives led by individual authorities.

What needs to happen?

58. We think that places need to be supported to identify what is already working and adapt this to their circumstances.
59. A national What Works Centre for service transformation would help places to more effectively 'pick up' successful approaches to reform. That would make it easier for ambitious places to review options for local change based on what has been proven to work elsewhere. Given the pressure on back office support, this would offer places at least some capacity to change although, where possible, we encourage places to invest in the skills necessary to drive successful transformation.
60. Where appropriate, places that copy and adapt proven delivery models will free up resources to pursue more far-reaching innovation. Not only will this help deliver better outcomes for local people, it will create new innovations that can be quality assured by the What Works Centre so that people in other places can benefit too.



61. Of course, alongside this, external auditors have a natural role in helping to incentivise places to take adopt best practice in services and, as part of this, we considered a new requirement on local places to assure local auditors that they were using existing best-practice models to drive service reform. Local Councils already have a legal duty to pursue “best value” and such a new discipline would fit well into that requirement. But, we concluded that this must happen through existing frameworks and stop short of imposing new regulatory burdens on local public services.

Recommendation 16:

By end 2015 Government should establish an independent What Works Centre for Service Transformation, to gather and validate evidence of actions and services that deliver better outcomes for less.





Chapter 7

Better collaborative leadership

What are the issues?

62. Collaborative leadership is the critical behavioural factor in successful transformation. Without it driving reforms across local and national organisation simply does not work. This requires a commitment to build long-term relationships with partners, to understand how they operate and sometimes to cede some control. As we saw in Nottingham and other places, that approach to leadership works best when frontline staff and partner agencies are engaged in a shared endeavour to put the achievement of better outcomes for people ahead of organisational interests.
63. These behaviours are not traditionally associated with the mainstream in the public sector. Top-down hierarchies, siloed management and performance frameworks, as well as single-agency approaches to reform make collaborative leadership challenging. This applies equally to Whitehall as to places.
64. During our visits, we were told that successful collaboration is based on strong local relationships and trust, developed over time. In many cases, local leaders had been brought together by a looming crisis. We saw how this sense of a ‘clear joint imperative’ can act as a powerful catalyst to galvanise leaders in a place.

“Leaders across different organisations will need to show trust, respect and understanding for others as well as being bold and courageous”

Leicestershire County Council



Bournemouth, Poole and Dorset's Better Together

Public services leaders in Dorset responded collectively to address mounting pressures on health and social care services - Dorset's aging population is, in part, driven by its popularity as a place to retire.

Dorset County Council, Bournemouth Borough Council and Borough of Poole have joined up with the local NHS to make the best use of available resources, and ensure people receive better care and support closer to home. Local leaders gave themselves the time and space to develop a set of partnership principles and leadership behaviours to take forward the collaboration; and to explore the pressures, impacts and challenges each agency faced.

The partnership is committed to: putting local people first and organisations second; focusing on the quality of people's experience of the whole system; working together as one public sector and holding each other collectively to account for improving standards; putting people's experience at the centre of what they do; sharing information and evidence; and, focussing on the value of the local pound, rather than individual pots.

65. Collaborative leadership behaviour empowers services users, local communities and other sectors, in particular the VCS, in the design and delivery of services. For example, we were encouraged by the way service users and communities were involved in the redesign of healthcare services for the vulnerable and elderly in central London. These 'community champions' became actively involved in local consultative processes to develop better ways to deliver healthcare. They were also given a formal role in the governance of the programme. Both the NHS and local authorities involved told us that these community champions had challenged them to be more ambitious and reminded them to always put outcomes for people first.
66. Based on the evidence we received as well as our visits and meetings with service leaders we have identified a number of key characteristics of leadership behaviours necessary to enable successful local partnerships:
 - Building relationships across partner organisations;
 - Ceding some controls and accepting some risks in order to deliver shared outcomes;
 - Putting the user experience of the whole system first, and taking joint accountability for service quality and outcomes;
 - A relentless focus on the value of the local pound;
 - Thinking strategically but acting long term; and,
 - Championing the value of sharing information and developing joint analysis.



What needs to happen?

Investment in leadership skills and capacity

67. We have set out some of the structural challenges that discourage leaders in the public sector to work together more collaboratively. But we have also observed from our visits that in many instances effective partnerships tend to be overly reliant on local personalities and existing relationships in order to work effectively. There is no easy answer or silver bullet that will enable more effective collaborative leadership. However, there are we believe, some important steps to make it easier in future.
68. Separate development programmes for professions across the public sector tend to re-enforce silos, or in the very least do not actively encourage system-wide collaboration. We need to provide existing and future leaders with opportunities to develop the skills to work effectively across different organisations. This could be by professionals and graduates spending time outside their own service area or even sector in order to progress to management. The role that appraisal systems can play to promote collaborative leadership should also be considered.
69. There are a number of leadership programmes across the public sector, for example: Leadership Centre, NHS Leadership Academy, Commissioning Academy, College of Police, National College for Teaching and Leadership, Social Care Institute for Excellence, and LGA Leadership for local politicians. We have concluded that there is a strong case for refreshing public sector leadership support and for this to be better coordinated to ensure greater focus on shared outcomes.
70. With Government support, these and other relevant programmes could be brought together to develop a virtual Leadership Academy to work across the public, private, voluntary and community sectors. It could involve bringing leaders together in a place to tackle specific local issues and enable leaders to network and share experiences.

Strong and visible national leadership

71. In countries such as New Zealand - that are further down the path of encouraging cross-public sector working to deliver better public services - leadership from national politicians has been pivotal to success.
72. The context there is very similar to the challenges we outlined at the beginning of our report in relation to the UK. In New Zealand, better public services is one of the government's four national priorities. Results are measured against five cross-cutting objectives that are the joint responsibility of a number of agencies: reducing long-term welfare dependency; protecting vulnerable children; boosting employment and skills; reducing offending; and improving interactions with government. There, the Prime Minister acts as the national champion, and the Deputy Prime Minister is responsible for performance including reporting annually against results being delivered.



73. Places have told us that they want Government to play a more prominent role from the centre to ensure a more consistent approach to multi-agency working. We recognise that Government departments will continue to implement discrete national policies, with accountabilities to Ministers and Parliament. However, closer departmental collaboration around joined-up interventions is necessary to enable local places to deliver better outcomes at lower cost. Visible leadership at Cabinet level would help drive the level of cross-departmental collaboration required.

Recommendation 17:

We expect public services across all sectors to work together more collaboratively, to look beyond their own organisations and take shared accountability for delivering better outcomes for the people they serve.

Recommendation 18:

Local public service leaders should be prepared to establish collective governance arrangements, and be held accountable by their communities for the outcomes they achieve. That process should involve significant engagement with front-line staff and genuine community participation.

Recommendation 19:

The Prime Minister should appoint a Cabinet Minister, for example the Chief Secretary to the Treasury, to act as a national champion for service transformation with day-to-day responsibility to ensure that policy and funding originating from departments led by Cabinet colleagues, encourages rather than hinders, better local outcomes and taxpayer value, including if appropriate the creation or use of an existing Cabinet Committee to support these objectives.

Recommendation 20:

To develop the collaborative, cross-sector leadership needed for better local public services, the Cabinet Office, in partnership with existing sector based and professional leadership programmes and colleges, should fund and establish a virtual National Leadership Academy by end 2015.



Annex A

People met in the course of the Challenge Panel

This annex lists all the people that Panel members met in the course of their evidence gathering, during visits, one-to-one and group meetings as well as the written evidence that we received.

The Panel are very grateful to all those who have given their time and thoughts in the course of our work.

We are also very grateful for the first-class support received from our Secretariat team who organised and recorded our meetings very effectively throughout.

Visits to places

Central London Community Healthcare NHS Trust

Abrams, Eddie	Principal, Vision 360 (IT software solutions company)
Benson, James	Director of Operations, Central London Community Healthcare NHS Trust

Cheshire West and Chester

Ainsworth, Laurence	Head of Change Management, Cheshire West and Chester Council
Ball, Yvonne	Community Care Team Manager, West Cheshire Clinical Commissioning Group
Baron, Heather	Early Support Access Team Manager, Cheshire West and Chester Council
Bassey, Sonia	Senior Manager Performance, Cheshire West and Chester Council
Baxter, Samantha	Manager - Young people's service, Cheshire West and Chester Council
Bramwell, Kath	Care Coordinator, West Cheshire Clinical Commissioning Group
Burke, Suzanna	Specialised physiotherapist, West Cheshire Clinical Commissioning Group
Butler, Gavin	Adult Safeguarding Manager, Cheshire West and Chester Council
Cashin, Mark	Deputy Chief Fire Officer, Cheshire Fire and Rescue Service
Clarkson, Helen	Manager – Education Welfare Service, Cheshire West and Chester
Clay, Ann	IES Manager, Cheshire West and Chester Council
Couchman, Linda	Head of Social Care Transformation, Cheshire West and Chester Council
Critchley, Julie	Service Director, West Cheshire and Wirral Partnership



Cumiskey, Sheena	Chief Executive, Cheshire and Wirral Partnership NHS Foundation Trust
Dowding, Cllr, Brenda	Portfolio Holder for Adult Social Care and Health, Cheshire West and Chester Council
Durrans, Janet	Clinical Services Manager, West Cheshire and Wirral Partnership
James, Gareth	Chief Finance Officer, West Cheshire Clinical Commissioning Group
Jones, Phil	Chief Superintendent at Cheshire Constabulary - Cheshire Police
Lonsdale, Amanda	Head of Partnerships, West Cheshire Clinical Commissioning Group
Moore, Karen	General Manager, West Cheshire Clinical Commissioning Group
Newton-Jones, John	Private Sector Representative, West Cheshire Public Services Board
Orton, Giles	Inspector, Cheshire Police
Palethorpe, Mark	Director Adult Social Care, Cheshire West and Chester Council
Robinson, Steve	Chief Executive, Cheshire West and Chester Council
Watts, Hilary	Social Worker, Cheshire West and Chester Council
Woodcock, Zara	Senior Manager Integrated Early Support, Cheshire West and Chester Council
Yates, Donna	Assistant Chief Executive, Community Rehabilitation Services

Cumbria

Crellin, Julie	Assistant Director Finance, Cumbria County Council
Donnini, Dominic	Corporate Director Resources, Cumbria County Council
Elliot, Gillian	Assistant Director Economic Development, Cumbria County Council
Gooding, Jason	Chief Executive, Carlisle City Council
Jones, Angela	Assistant Director Environment and Regulatory Services, Cumbria County Council
Parry, Richard	Corporate Director Health and Care Services, Cumbria County Council
Roberts, Dawn	Assistant Director Corporate Governance, Cumbria County Council
Smith, Ian	Executive Headteacher at St Benedict's Catholic High School
Smith, Mike	Assistant Director Capital Programme and Property, Cumbria County Council
Sutton, Caroline	Assistant Director Schools and Learning, Cumbria County Council
Weaving, Peter, Dr	GP Clinical Director, North Cumbria University Hospitals Trust

Derby City

Lawrence, Colin	Document Management Centre Manager, Derby City Council
Neale, Kate	Head of Strategy & Policy, Derby City Council
Robinson, Paul	Deputy Chief Executive, Derby City Council
Stirling, Gordon	Director, Strategic Services and Transformation, Derby City Council



Derbyshire

Ashworth, Mike	Strategic Director of Economy, Transport and Environment, Derbyshire City Council,
Battye, Joe	Assistant Director of Economy, Transport and Environment, Derbyshire City Council
Eaton, Sarah	Head of Policy and Research, Derbyshire City Council
Lumley, Wes	Joint Chief Executive, Bolsover and North East Derbyshire Council
Stephenson, Ian	Chief Executive, Derbyshire City Council
Watts, Eion, Cllr	Leader, Bolsover District Council
Western, Anne, Cllr	Leader, Derbyshire City Council
Young, Mags	Deputy Chief Executive, Derbyshire City Council

Essex

Atkinson, Clare	Stakeholder Communications Officer, Essex County Council
Barber, Jon	Business Manager, Tendring District Council
Donnelly, Pam	Executive Director, Colchester Borough Council and Chairman of the Responsible Authorities Group
Forbes-Lang, Lesley	Head of Domestic Abuse, Essex Partnership
Nunn, Kevin	Senior Policy & Strategy Manager, Essex County Council
Puleston, Richard	Director Strategy & Communication, Essex County Council
Rathbone, Leonie	Head of Customer Services, Colchester Borough Council
Rudling, Tracy	Chief Executive Officer, Colchester Community Voluntary Services
Williams Wright, Georgina	Team Manager, Essex Family Solutions, Essex Partnership

Gloucestershire

Ayliffe, Rob	Head of Performance and Need, Gloucestershire County Council
Beech, Jack	Service Delivery Director, Independence Trust, Charity
Bilous, Simon	Lead Commissioner Children's Health, Gloucestershire County Council
Branton, Mark	Assistant Director of Adult Social Care, Gloucestershire County Council
Bungard, Pete	Chief Executive, Gloucestershire County Council
Forey, Kim	Associate Director, Partnerships, Joint Commissioning and Community Services
Griffiths, Jane	Director of Commissioning, Cheltenham Borough Council
Hawthrone, Mark, Cllr	Leader, Gloucestershire County Council
Haynes, Chris	Interim Joint Commissioner, Learning Disabilities, Gloucestershire County Council
Hutton, Mary	Accountable Officer, Gloucestershire Clinical Commissioning Group
James, Martin	Higher Executive Officer, Department for Work and Pensions
Lake, Carol	Village Agents (Voluntary sector) Gloucestershire County Council
Laurence, Sue	Head of Library Service, Gloucestershire County Council



O'Kane, Eugene	Families First Programme Manager, Gloucestershire County Council
Riglar, Nigel	Commissioning Director (Communities and Infrastructure), Cheltenham Borough Council
Shirley, Juile	Parish Clerk, Brockworth Parish Council
Uren, Linda	Commissioning Director, Children's and Families, Gloucestershire County Council
Various	Trustees from Brockworth Community Project
Vaughan, Ann	Village Agents (Voluntary sector) Gloucestershire County Council
Walker, Jo	Strategic Director of Finance, Gloucestershire County Council
Walters, Vikki	Learning Disability Employment Commissioner, Employment Commissioner, Gloucestershire County Council
Williams, Phil	Lead Commissioner Communities and Infrastructure, Gloucestershire County Council

Leeds City

Atkinson, Michelle	Commissioning Manager, Leeds City Council
Bootle, Julie	Head of Services, Leeds City Council
Burns, Carol	Neighbourhoods Networks Manager, Leeds City Council
Burr, Janet	Deputy Chief Executive Officer, Leeds City Credit Union
Curtis, Adrian	Director, Ground Work, Leeds City Council
Davies, Joanne	Assistant Customer Services Manager, St George's One Stop Centre, Leeds City Council
Dean, Martin	South Leeds Area Leader, Leeds City Council
Dennison, Paul	Sergeant, West Yorkshire Police
Farrington, Martin	Director of City Development, Leeds City Council
Faulkner, Gail	Head of Children's Social Work, Leeds City Council
Gay, Alan	Deputy Chief Executive and Director of Strategy & Resources, Leeds City Council
Griffin, Mark	Head of Safeguarding, Leeds City Council
Hackett, Martin	Area Improvement Manager, Leeds City Council
Hallam, Lorraine	Chief Officer HR, Leeds City Council
Hemsworth, Lee	Chief Officer Customer Access, Leeds City Council
Hutton, Jo	Leeds Community Healthcare Manager, Leeds City Council
Keene, Sandie	Director of Adult Social Care, Leeds City Council
Kenyon, Rob	Chief Officer Health Partnerships, Leeds City Council
Lawrence, Liz	Employment & Skills Outreach Manager, City Development, Leeds
Mahmood, Shaid	Area Leader, Leeds City Council
Malik, Hanif	Chief Executive Officer, Hamara Healthy Living Centre
McLoughlin, Chris	Community Hub Manager, St George's One Stop Centre
Murray, Susan	Head of Face To Face Contact, Leeds City Council
O'Brien, Malcolm	Manager, Contact Centre Systems Support, Leeds City Council



Patel, Munaf	Head of Localities and Safeguarding, Leeds City Council
Pexton, Mariana	Chief Corporate Support Officer, Leeds City Council
Quesne, Adam	Head of Digital Access, Customer Contact Centre, Leeds City Council
Rogers, James	Assistant Chief Executive, Leeds City Council
Rumbold, Sue	Chief Officer Partnership Development Children's Services, Leeds City Council
Uppal, Baksho	Improvement Manager, Health & Wellbeing, Moor Allerton Elderly Care, Leeds
Wakefield, Keith, Cllr	Leader, Leeds City Council
Ward, Mick	Head of Commissioning Adult Social Care, Leeds City Council

Leicestershire

Aisbett, Lynn	Chief Executive, Melton Borough Council
Aubrey, Keith	Strategic Director, Melton Borough Council
Curtis, Stephen	Director, Centre of Excellence for Information Sharing
McFarlane, Gordon	Assistant Director of Corporate Services and Transformation, Leicestershire County Council
Moore, Jane	Head of Supporting Leicestershire Families and Youth Offending, Leicestershire County Council
Purnell, Tom	Head of Policy and Communities, Leicestershire County Council
Rhodes, Byron	Leader, Melton Borough Council
Sinnott, John	Chief Executive, Leicestershire County Council

Lambeth, Lewisham and Southwark

Beckman, Fenella	Strategic Partnership Manager, London Borough of Lewisham
Bertoyna, Elizabeth	Local Skills Support Framework Project Manager, Southwark Council
Fairman, Robyn	Head of Strategy, London Borough of Lewisham
Gaskell, Stephen	Head of Strategy and Partnerships, London Borough of Southwark
Gibson, Charlotte	Special Projects Manager, London Borough of Lewisham
Hawkes, Richard	Project Manager, London Borough of Lewisham
Morgan, Ioan	Interim Principal, LeSoCo Further Education College
Motalib, Kamal	Lead Commissioner of Growth, Work and Skills, London Borough of Lambeth
Rogers, James	Customer Service Operations Manager, Lewisham Job Centre Plus
Smith, Adrian	Director of Commissioning, London Borough of Lambeth



Nottingham

Aughton, Gayle	Early Intervention and Aspiration Project Officer, Nottingham City Council
Bailey, Jane	Trading Standards Manager, Nottingham City Council
Ball, Katy	Head of Service, Early Intervention and Market Development, Nottingham City Council
Brackenbury, Phyllis	Strategy Manager of Children's Centres, Nottingham City Council
Butler, Mike	Project Manager, Nottingham City Council
Curryer, Ian	Chief Executive, Nottingham City Council
Dixon, Anthony	Strategic Commissioning Manager, Nottingham City Council
Errington, Andrew	Director of Community Protection, Nottingham City Council
Esberger, Toni	Circle Manager, Nottingham City Council
Fox, Clare	Strategy and Commissioning Manager, Nottingham City Council
Jackso, Nigel	Employment & Skills Manager, Nottingham City Council
Lambert, Toby	Director, Strategy and Policy, Monitor
Macnair-Smith, Matthew	Senior Policy Officer, NHS Confederation
Mitchell, Pete	Head of Licensing, permits and regulations, Nottingham City Council
Moczarski, Alex	Energy Manager, Nottingham City Council
Moorhead, Tim, Dr	Local GP, Chair, NHS Sheffield Clinical Commissioning Group
Moses, Ed	Deputy Director of Strategic Partnerships, Public Health England
Murphy, Annette	Team Manager, Nottingham City Council
Parkinson, Steve	Project Manager, Project Manager, Bulwell Community Toy Library Limited
Penton, Alan	Managing Director, Belvidere Park Consultants Limited
Pickup, Sarah	Deputy Chief Executive, Hertfordshire County Council
Poole, Simon, Dr	Chair, General Practitioner Commissioning and Service Development Committees, British Medical Association
Probert, Angela	Strategic Director of Organisational Transformation, Nottingham City Council
Scholes, Gail	Head of Sustainability and Climate Change, Nottingham City Council
Stanley, Mark	Inspector, Nottingham City Council
Swinyard, Peter, Dr	National Chairman, Family Doctor Association
Vaughan, Andy	Strategic Director of Commercial & Neighbourhood Services, Nottingham City Council
Webster, Rob	Chief Executive, National Health Service Confederation, Leeds Beckett University
Wigginton, Hazel	Head of Commissioning and Insight, Nottingham City Council
Williams, Wendy	Staff Nurse, NHS Nottingham



Nottinghamshire

Baria, Caroline	Service Director, Nottinghamshire County Council
Burrows, Mick	Chief Executive, Nottinghamshire County Council
Done, Martin	Communications and Marketing Director, Nottinghamshire County Council
Francis-Ward, Jayne	Corporate Director of Policy, Planning & Corporate Services, Nottinghamshire County Council
Gregory, Tim	Corporate Director, Nottinghamshire County Council
Kenny, Chris, Dr	Director of Public Health, Nottinghamshire County Council
MacMillan, Iain	Programme Manager of Transformation Team, Nottinghamshire County Council
McGrath, Maggie	Programme Manager of Children's Improvements, Nottinghamshire County Council
Wilson, Jon	Deputy Director of Adult Social Care and Health, Nottinghamshire County Council

Staffordshire

Ahmed, Aliko, Dr	Local Director of Public Health, Staffordshire County Council
Barker, Pete	Strategic Policy Officer, Staffordshire County Council
Bell, Nick	Chief Executive, Staffordshire County Council
Burns, Andrew	Director of Finance and Resources, Staffordshire County Council
Davidson, Ann-Marie	Head of Democracy, Staffordshire County Council
Dixon, Glynn	Chief of Staff, Office of the Police and Crime Commissioner, Staffordshire County Council
Glover-Edge, Nichola	County Commissioner for Community Wellbeing, Staffordshire County Council
Hancock, Richard	Head of Families First, Staffordshire County Council
Harrison, Mick	Commissioner for Safety, Staffordshire County Council
Hine, Barbara	Programme Development Lead, Building Resilient Families & Communities, Staffordshire County Council
Kelly, Sharon	Director, Entrust Education Services
Knapper, Jeanette	Service Manager, Independent Futures, Staffordshire County Council
Lycett, Steve	County Manager, Resources and Business Support, Families First, Staffordshire County Council
McKinlay, Jacqui	Director of Strategy and Customer Services, Staffordshire County Council
Riley, Helen	Deputy Chief Executive and Director for Place, Staffordshire County Council
Robinson, Eric	Deputy Chief Executive, Staffordshire County Council
Sensier, Jan	Chief Executive, Engaging Communities Staffordshire



Turner, Ian	Head of Place Delivery, Staffordshire County Council
Wilson, Jon	Deputy Director of Adult Social Care and Health, Staffordshire County Council

Challenge Panel meetings

Multi stakeholders, 25th June 2014

Buchanan, Camilla	Policy Advisor, Design Council
Campbell, Dominic	Founder and Director, Northamptonshire Enterprise Partnership
Curzon, Henrietta	Manager, iMPower consulting
Edwards, Simon	Deputy Director, County Councils Network
Higgins, Sue	Executive Leader, National Audit Office
Lappin, Jo	Chief Executive, Northamptonshire Local Enterprise Partnership
Larner, Andrew, Dr	Chief Executive, Improvement and Efficiency Social Enterprise
McDonald, Graeme	Director, Society of Local Government Chief Executives
Raynes, Paul	Head of Programmes, Finance and Localism, Local Government Association
Stagg, Graham	Chief Fire Officer, Cambridgeshire Fire and Rescue Service
Ward, Dave, Prof	Professor of Social and Community Studies, Centre for Social Action
Wilkes, Laura	Head of Policy and Research, New Local Government Network

Health stakeholders, 2nd July 2014

Allnutt, Caroline	Senior Policy Adviser, NHS London
Bennett, Sam, Dr	Programme Director, Social Care Institute for Excellence
Ellul, Ivan	Director of Partnerships, National Health Service Confederation
MacNair, Matthew	Senior Policy Officer, National Health Service Confederation
Moorhead, Tim, Dr	Local GP, National Health Service Sheffield Clinical Commissioning Group
Moses, Ed	Deputy Director, Public Health England
Penton, Alan	Professional Advisor, Public and Patient Improvement Network
Pickup, Sarah	Deputy Chief Executive, Hertfordshire County Council
Poole, Simon	Commissioning & Service Development subcommittee, British Medical Association
Swinyard, Peter, Dr	Chairman, Family Doctors Association
Webster, Andrew	Associate Director, Local Government Association
Webster, Roy	Chief Executive, NHS Confederation



Cambridge, 4th July 2014

Bodmer, Harold	Director for Community Services, Norfolk County Council
Colyer, Alex	Executive Director of Corporate Services, South Cambridgeshire District Council
Jackson, Antoinette	Chief Executive, Cambridge City Council
Knight, Paul	Head of Business Transformation, Brentwood Borough Council
Mason, Clive	Head of Resources, Huntingdonshire District Council
Medd, Paul	Chief Executive, Fenland District Council
Thomas, Aidan	Chief Executive, Cambridgeshire and Peterborough NHS Foundation Trust
Tredget, Cecilia	Lead Officer, East of England Local Government Association
Twist, Matthew	Detective Chief Superintendent (North), Surrey Police
Wilsher, Roy	Strategic Director, Chief Fire Officers Association
Winn, Matthew	Chief Executive, Cambridgeshire Community Services NHS
Wood, John	Chief Executive, Hertfordshire County Council

What Works Centres

Carter, Andrew	Deputy Chief Executive, What Works Centre for Local Economic Growth
Collins, Kevan	Chief Executive, Education Endowment Foundation
Feinstein, Leon	Head of Evidence, Early Intervention Foundation
Tuffin, Rachel	Director of Knowledge, Research and Education

Local Authorities Chief Executive Officers

Blantern, Paul, Dr	Chief Executive, Northamptonshire County Council
Candler, George	Director of Commissioning, Shropshire Council
Clough, Katherine	Head of Marketing and Research, Worcestershire County Council
Narburgh, Fiona	Head of Strategy and Communications, Wychavon District Council
Rolfe, James	Director of Resources and Customers Services, Enfield Council
Shaw, Becky	Chief Executive, East Sussex County Council

Association of North East Councils and CEOs

Dixon, Bill, Cllr	Leader, Darlington Borough Council
Garlick, George	Chief Executive, Durham County Council
Laws, Melanie	Chief Executive, Association of North East Councils
Robinson, Jane	Chief Executive, Gateshead Council



Private Providers Group : Public Service Transformation Network

Bligh, Jim	Head of Public Policy, Confederation of British Industry
Campbell, Peter	Director of Corporate Affairs, Business Services Association
Casey, Ruby	Knight, Public Services Manager, National Council of Voluntary Organisations
Hypolite, Ollie	Policy Advisor, Confederation of British Industry
Olof, Jonsdottir	Policy and Public Affairs Manager, Social Enterprise UK
Rudd, Nigel	Director of National Contracts, British Chambers of Commerce

Digital and Data

Brandt, Liz	Chief Executive Officer, Ctrl-Shift
Insall, Jemma	Head of Strategy and Stakeholder Engagement, Government Innovation Group, Cabinet Office
Kippen, Henry, Dr	Executive Director, Collaborate
Olsen, Helen	Managing Editor, Department of Communities and Local Government Local Digital Campaign and UKAuthority.com

Behavioural Insights Team

Halpern, David	Chief Executive, Behavioural Insights Team
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Meetings with Government

Government Ministers

Alexander, Danny, MP	Chief Secretary to the Treasury
Hopkins, Kris, MP	Parliamentary Under Secretary of State for Communities and Local Government
Letwin, Oliver, MP	Minister for Government Policy in the Cabinet Office
Maude, Francis, MP	Minister for the Cabinet Office and Paymaster General

Senior Civil Servants

Campbell, Andrew	Director General, Finance and Corporate Services, Department for Communities and Local Government
Casey, Louise	Director General, Troubled Families, Department for Communities and Local Government
Edwards, Helen	Director General Localism, Department for Communities and Local Government
Finkelstein, Tamara	Director, Public Services & Oversight of Major Public Service Expenditure, HM Treasury
Fisher, Mark	Social Justice Director, Department for Work and Pensions
Hill, David	Director, Strategy, Communications and Private Office, Department for Communities and Local Government



Kerslake, Bob, Sir	Permanent Secretary, Department for Communities and Local Government
Maltby, Paul	Director, Transparency and Open Data, Cabinet Office
Moore, Jeremy	Director General, Strategy, Policy and Analysis, Department for Work and Pensions
Rossington, David	Finance Director, Department for Communities and Local Government
Rouse, Jon	Director General, Social Care, Local Government and Care Partnerships, Department of Health
White, Patrick	Director, Local Government Policy, Department for Communities and Local Government

The Panel also attended and spoke at many groups and events which inputted into the Panel's evidence gathering. Such as:

- Association of County Council Chief Executives
- Chief Executives' Group for Yorkshire and Humber
- County Councils Network Annual Conference
- Department for Communities and Local Government's Public Sector Efficiency Group
- Director General Localism Group Local Government Delivery Council
- Homeless Link
- Local Public Service Integration: what works, the challenges and the barriers (hosted by New Local Government Network)
- Permanent Secretaries and Chief Executives
- Public Sector Show
- Resource Directors Network at Veredus (Recruitment agency)
- Society of County Treasurers
- Society of Local Authority Chief Executives annual conference
- South East Strategic Leaders Group
- Understanding the case for Neighbourhood led services event (hosted by Department for Communities and Local Government)



Written evidence received

The Panel are grateful to all organisations who took the time to submit written evidence to the Panel:

Action for Children
Alliance for Useful Evidence
Association of Directors of Adult Social Services
Aylesbury Vale District Council
Barnsley MBC
Bath & North East Somerset
Blaby District Council
Blackburn
Breaking the Cycle
Calderdale Council
Capita
County Council Network
Chief Fire Officers Association
Chiltern and South Bucks
Christchurch and East Dorset Partnership
Community Service Volunteers
Confederation of British Industry
Depaul UK
East of England LGA
East Riding of Yorkshire Council
Greater Manchester Combined Authority
Greater Manchester Fire and Rescue Service
Hampshire County Council
Hart District Council
Hertfordshire County Council
Homeless Link
Kent Integration Pioneer Programme (Kent County Council)
Leadership Centre
Leeds City Council
Leicester City Council
Local Government Association
Local Government Yorkshire and Humber
London Borough of Sutton
London Councils
Maidstone Borough Council
National Audit Office
National Institute for Health and Care Excellence
Newcastle City Council



NHS West London Clinical Commissioning Group, Kent
North Yorkshire County Council
Northampton County Council
Open Space
Penrith City Council
Public Administration Select Committee
Red Quadrant
Rethink Mental Health
Sheffield better connected programme
Shepway District Council
Shropshire Council
Social Enterprise UK
Society of Information Technology Management
South East England Councils
South East Strategic Leaders
Staffordshire Fire and Rescue service
Stoke-on-Trent City Council
Sunderland City Council
Surrey County Council and partners
Swindon Borough Council
Tapestry Innovation Ltd
Telford & Wrekin Council
The Association of North East Councils
The National Institute for Health and Care Excellence
The Open strategies UK team
Tri-borough shared services
Tunbridge Wells Borough Council
Wakefield Council
Warwickshire County Council
West Cheshire
West London Alliance
West Midlands Fire Service
West Suffolk College
West Yorkshire Police
Wiltshire Council
Wirral Council
Worcester County Council











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