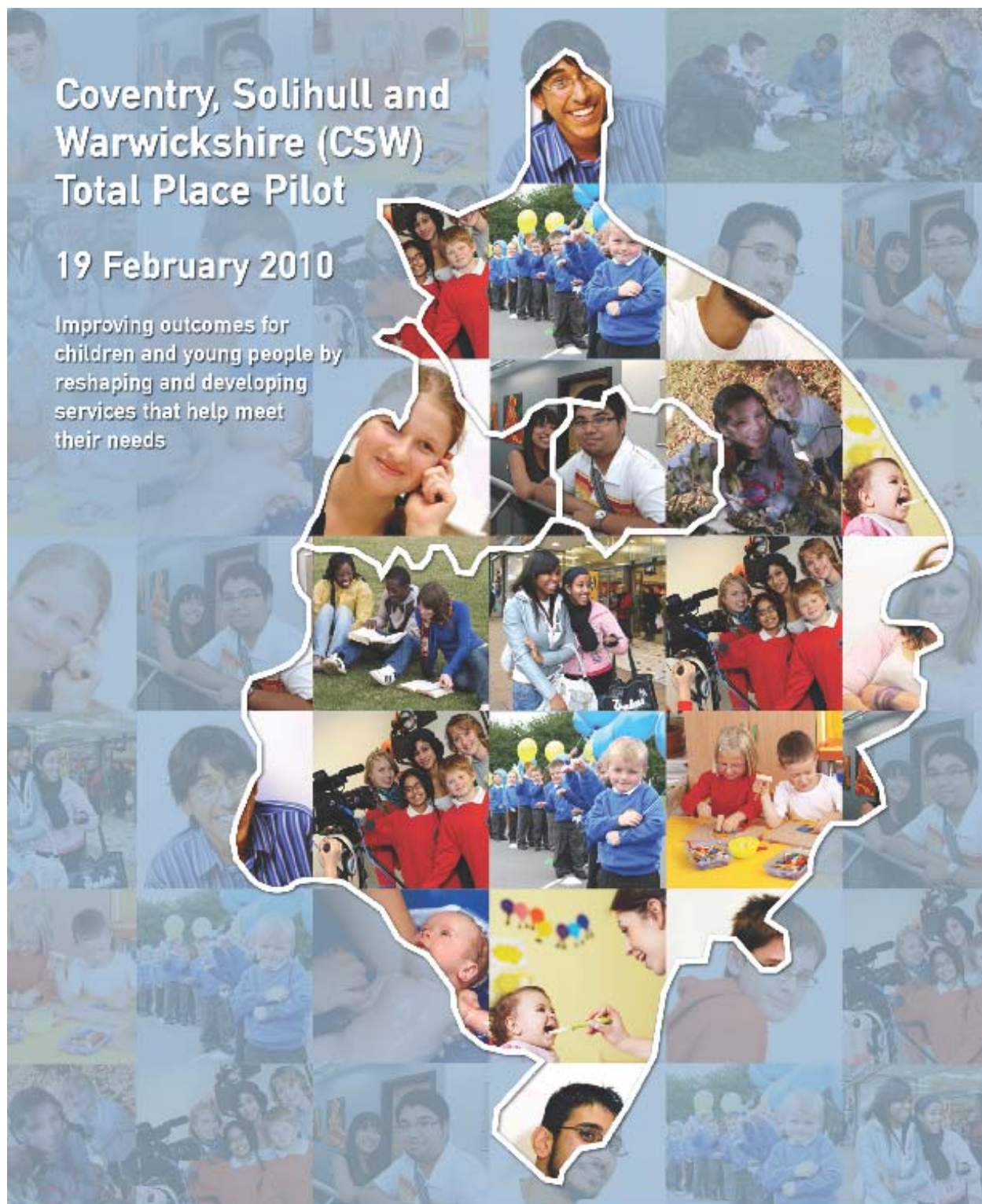


Coventry, Solihull and Warwickshire (CSW) Total Place Pilot

19 February 2010

Improving outcomes for
children and young people by
reshaping and developing
services that help meet
their needs



10/02/1090

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Executive Summary

- Throughout the Total Place Pilot the Coventry, Solihull and Warwickshire sub-region have been clear that by exploring children's services as a whole system, there would be scalable learning for other areas, and replicable learning for other services within the sub-region.
- A sub-region of over 1 million, with public sector spend of £6.2 billion is prepared to work in very different ways over the coming year.
- The issues that we have highlighted in relation to our themes (cultural, financial and service based) pose challenges to local and central agencies.
- We have accelerated our work in the sub-region, matured our partnerships and have explored local changes to reduce cost and improve outcomes.
- We are now ready to engage in a vastly different way with Whitehall, streamlining contact and maximising accountability.
- The Total Place Pilot has led to the proposal of a concordat, which will be the positive framework to prototype these new relationships, initially focused on children's themes, and then accelerating into the wider system.

1. Vision and Approach

1.1 The Case for Total Place

Our public sector organisations are entering a new landscape, in which the people we serve expect the same joined up, swift service from us, on their terms, as they experience in many other domains of their life. Increasingly people want to have a real stake in determining how those services will look. The economic outlook means that we now have a once in a lifetime opportunity to transform public service delivery and the relationship with citizens. We must use the financial challenge bravely and creatively as a means, not narrowly as an end.

Much progress has been made in recent years, but the public still find it hard to understand why the public sector web is so complex, with parallel organisations and processes. We believe there are too many independent functions, agencies and organisations duplicating effort and self-sustaining. A typical Board or Corporate Management Team costs around £750,000 to maintain annually. We know that the scale of the challenge is beyond any single organisation.

Within the sub-region of Coventry, Solihull and Warwickshire (CSW) we believe that Total Place is giving us the opportunity to radically reshape the way in which public services are delivered. The approach is contributing to rethinking public service values and leadership and inspiring public sector organisations to reconnect with service users and front-line staff, rally their teams and deliver better services for less money. A set of exemplar projects are building change on the front-line, alongside a developing programme of public summits that will set in place the right strategic programmes, governance and relationships.

As we change our local relationships and collapse systems, we also have a clear vision for a new relationship with Central Government; developing a mature and accountable concordat with us as a new sub region that is easy to do business with. This means that we can take our share of public sector debt over five years and add value and resilience to each of our three Local Area Agreement (LAA) areas. The concordat will bring together both relationships and business processes in a new way. This will create national confidence to radically streamline the national approach to target setting, performance management, regulation and inspection by working with a sub-region that will share risk with the centre, pool resources and build new strategic capacity to self-improve.

The learning gained through the pilot has enabled us to mature our partnership arrangements, not just locally but by working in a radically different way with Central Government. We have moved away from blue-print, top-down strategy and are engaged in a pragmatic learning by doing approach using carefully selected scalable projects, these point the way to wider implementation of shared services, pooled development capacity and a new, common approach to commissioning based on design principles and bringing the voices and stories of service users and front-line staff systematically into the heart of the business model.

In choosing a children's services theme (See section 4) we feel that it has been possible to test the concept of Total Place on services that are extremely influential in affecting outcomes for residents, have some scalability nationally, and are significant in terms of spend. We have completed our overall count and our deep dives have been informed by hearing the stories of parents, young people and staff so that we count in a way that supports and seeks to shape the outcomes to which we aspire. We have sought to triangulate spend with known value for money and performance indicators - and outcomes where we have them.

In some cases we have trialled a cost of failure approach where we have looked at the cost per client in different upstream and downstream settings depending on how early we intervene.

1.2 Story of the Sub-region



The Coventry, Solihull and Warwickshire (CSW) sub-region has a population of more than one million (1,046,000 in 2008). Around half of this population live in Warwickshire, whilst the largest centre of population is in Coventry. The sub-region is an area of significant diversity, with a mixture of urban and rural, deprived and affluent, younger and older. Disadvantage is most pervasive in parts of north Coventry, Nuneaton, and north Solihull, there are 49 Super Output Areas within the 10% most deprived nationally. In contrast CSW also has 88 Super Output Areas in the 10% least deprived nationally, these are predominately located in Solihull and South Warwickshire.

CSW is an area of cultural diversity. Coventry in particular has a relatively high population of minority ethnic communities (22%).

The sub-region has two universities (Coventry and Warwick) and a number of colleges of further education. It is the strongest performing sub-region within the West Midlands (as measured by Gross Added Value), contributing 22% of regional economic output. It is situated at the centre of the country's road and rail network, with easy access to London, while nearby Birmingham International Airport provides overseas access.

The sub-region has a strong basis of partnership working through the Coventry, Warwickshire and Solihull Partnership, particularly in economic development, with recent developments including a waste management partnership and shared procurement. A public sector summit was held in July 2009 which established a common set of principles for sub regional working; these are being developed into protocols for working together, covering issues such as recruitment of employees and tendering of services. Key to these principles is the notion that services will be delivered in ways that meet the needs of our customers rather than defined by organisational boundary or capacity.

Challenges the sub-region has faced

Some of the key challenges we have encountered so far are:

- Not allowing ourselves to be seduced by artificial boundaries and recognising a specific set of structural challenges. We are responding to this pragmatically, for example building a new CSW commissioning consortium for health that will enable the two Primary Care Trusts (PCT) and Care Trust to strengthen commissioning of the Birmingham services that they each currently commission as minor players in a stronger alliance
- Needing to recognise that some aspects of West Midlands region-wide working remain valuable and not overplaying the sub-region as the golden bullet
- We are still early on in the process of developing democratic governance and a wider Public

Service Board between the three LAs and the three Local Strategic Partnerships. We've chosen to work on common areas of natural shared interest bottom up rather than design shared governance top down. We are alive to the real risk of creating yet another sub-regional tier of bureaucracy. Our programme of engagement with the three Children's Trusts and emerging wider public sector summits will ensure that the collaboration is real and embedded

- A creative tension between the collaborative approach that builds networked, shared, cheaper infrastructure in a more bottom-up way and the desired fewer number of organisations needed top down in practice. We are likely to take pragmatic decisions about collapsing infrastructures as opportunities present, whilst building common systems and supporting resources now
- Working with existing cost reduction programmes and building links with these e.g. West Midlands Strategic Health Authority are starting to work with us on the potential unintended consequences of the NHS QIPP programme on local authorities
- Recognising that we need to do more to shape and redesign our workforce, education and learning in the sub-region. Our plans for a shared academy will not only pool common core training resources, but also develop programmes of innovation, service redesign and leadership that support the new culture we are beginning to develop. We need to develop a more formally devolved commissioning process with our local HEIs and ensure that front-line staff and managers alike are equipped to lead and deliver in an integrated service environment. We also need to continue our journey with Trades Unions as the size and shape of the new workforce emerges and work through how we can support staff to maintain high professional self-esteem whilst seeing themselves as working for the Place rather than the individual organisation or profession
- Managing a pragmatic balance between short term business propositions that offer better for less for Central Government whilst building a sustainable longer term partnership based on a new culture and behaviours
- Managing the complexity of isolating spend on children's services for all organisations without one-off, time consuming mapping work and having to create our own metrics for costs of failure and spend and outcome ratios

1.3 Cost, Performance and Outcomes

The following diagram illustrates the scale of public sector spending.

Public Sector Spend in the CSW Sub-Region



We have done further work on the 2009/10 net budget information for the main public sector bodies that work with children and young people. We have been able to separate net budget for Children's Services, for example of the £1.8 billion expenditure on children £853.6 million is allocated to local authorities¹. Work has been undertaken to explore the quantum of funding which can be deployed locally. For example, the ring-fenced Dedicated Schools Grant is a total of £604.3 million representing 71% of local authority spend on children. Learning Skills Council funding is £42.4 million representing 5% of local authority spend on children. The remainder of local authority children's services expenditure is £206.9 million.

¹ The local authorities children expenditure of £206.9 million is shown as net. The DSG and LSC funding are grants in the ledger and are shown as nil in the Council's budget book.

It should be noted that there are significant differences between the needs and demands on services within Coventry, Solihull and Warwickshire. This has been highlighted in our analysis to compare average performance against net budgeted spend per head. Warwickshire are in the upper quartile according to 2008/09 figures with net spend per head at £822, Solihull are reporting similar performance with a cost of £958 and Coventry net spend per head at £1,064 with a slightly lower average performance. The figures are a proxy but comparison indicates the need to aim for more for less and each of our themes will begin to focus on reducing the direct and indirect cost of our services and to better coordinate at a local level as a means to achieve these improvements.

1.4 Underpinning Principles: Learning for Others

Throughout the pilot we have been clear that work will continue post-February 2010. We have taken a phased approach to developing the pilot, and will be taking forward our business cases over the next month, with a view to mainstreaming the Total Place approach imminently.

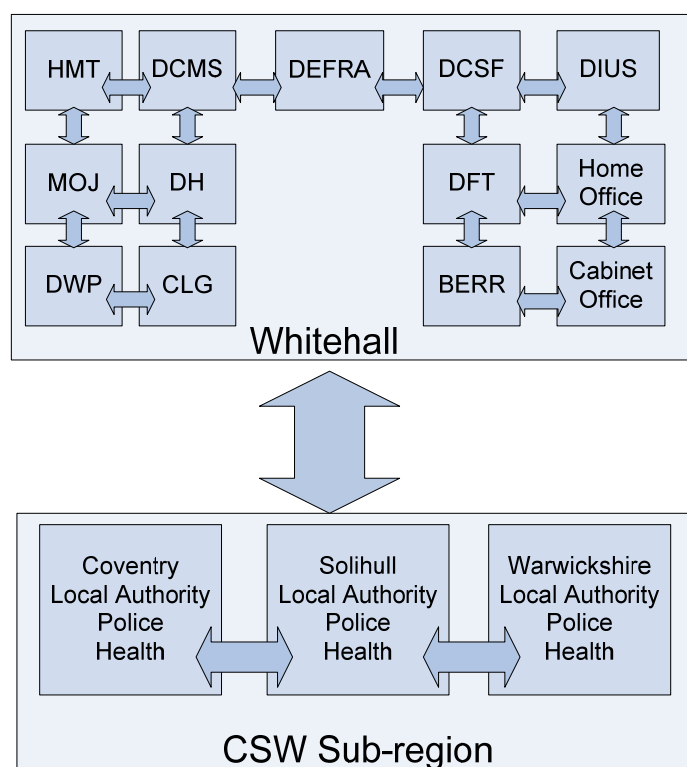
We trialled a number of approaches with early promising results, as follows:

- Service user engagement and story-telling to drive our redesign priorities
- Front line engagement with staff, particularly front-line workers engaging with users and seeing professional: user co-creation as a formal part of the commissioning cycle shifting how we work and challenging professional boundaries
- Think big: act small, using small, carefully selected projects as proof of concept examples of scalable, wider change in the priority areas of shared services, common strategic endeavours and financial risk sharing between agencies.
- Development of Public Sector summits to shape the big picture shared priorities as the learning emerges.
- Having a small Total Place office with work sponsored by a range of partner organisations
- Working with the Design Council with the planned product being a common end to end commissioning model across CSW. The model should integrate the assessment of need, engaging staff and users and creating the formal specification through to the contracting aspects of procurement and performance management with the whole process focused more on outcomes and user-led measures of success
- A conscious move away from bolting together shared services, using lean as a more strategic tool for redesign, effective engagement of staff and stakeholders.
- Counting: starting to explore how to establish new indicators of spend for performance and outcome and costs of failure.
- Engaging with DCSF senior staff on the working up of our business proposals and very early engagement in the idea of a new Concordat between the centre and the sub-region
- Leadership Engagement: A key role has been played by the three lead Council Chief Executives and work with the three Directors of Children's services on a new sub-regional children's added value vision and strategy is currently being developed. We have begun to engage with the Children's Trusts and see this as essential to address democratic representation and continue to broaden partner engagement. Impending refreshes of Children and Young People's Plans will be an opportunity to align and understand how to work coherently across the trusts.

2. A New Concordat between the Centre and the Sub-region

The learning from our Total Place pilot and ongoing constructive dialogue with Whitehall colleagues has led to the concept of a 'concordat' between Central Government and local Places. We see a concordat as bridging the gap between a compact, which would be a governing of culture and relationships, and a contract which would be based purely on transactional aspects of delivery and accountability. A concordat would enable the freedom to manage parallel systems better and reduce cost, share services, pool strategic development capacity, manage our own improvement and make it easier and more cost effective for central government to interface with us.

For Coventry, Solihull and Warwickshire this represents a deal between an increasingly devolving and locally focused centre with a mature and accountable sub region which has showed that it is prepared to work together strategically, pooling risk across its three LAA areas and streamlining how it manages its own interface with central government inspection, regulation and performance management systems. Through our Total Place Pilot there are a number of freedoms and flexibilities related to children's services that would enable us to role model the beginnings of a concordat. Ultimately, we see that the concordat would apply beyond this scope and encompass the way the public agencies in the sub region relate to one another, the way in which Whitehall Departments relate to one another, and the way in which central and local areas streamline their interaction and relationship whilst maintaining strong accountability.



Clearly this approach would be piloted, with a view to mainstreaming the approach and radically redefining the relationships between the centre and local agencies. We propose one Total Place based budget with an agreed set of strategic outcomes and performance agreement and a clear trajectory over time to achieve savings that would be used to reduce overall national debt.

To ensure that the concordat feels real and to give it the best possible chance of success we would be prepared sub-regionally to negotiate with central government an upfront, but phased, percentage reduction, in aggregate public sector expenditure coming into the place, which would amplify and bring together existing saving regimes.

In return for this reduced level of money coming to us via a single pipeline we would want the freedoms and flexibilities outlined. There are of course different risks associated with this funding approach depending on its quantum. Our view is that it has to be big enough to stimulate radical and sustained change, but not too big as to become technically impossible to deliver.

In high level terms this means for us that we want Central Government to:

- Demonstrate a true commitment to localism, by letting go and being prepared to trust local systems to respond and deliver
- Develop a national strategy and policy development approach based on a new single set of cross Government themes and priorities
- Align and reduce target setting, inspection and regulation regimes so that each Place has one integrated set of targets that are outcome not process based. Places should be judged on what they achieve not how they achieve it, and should be aligned to streamline account management relationships and resources
- National improvement resources and Field Forces should be devolved with Central Government allowing Places to manage their own improvement. This would require a shift in field forces ensuring they are able to be commissioned locally rather than centrally and for them to be integrated, more flexible and less standard menu/intervention driven
- End ring-fencing and immunity of budgets
- Allocate resources on an increasingly flexible Place-based basis e.g. allocation of a single capital pool, common education and workforce development budgets, formal flexibility to deliver financial balance between organisations and across financial years
- Sign off a 3-5 year explicit programme of better for less with Places, attached to an agreed reducing total budget and clear set of measurable outcomes
- Making true local partners of national delivery organisations that are locally based e.g. employment support and benefits. This means, for example:
 - Allocation of these budgets as directly managed commissioning resources to Places
 - A move away from standard, national menu-driven national employment programmes to a national set of strategic priorities that are interpreted and commissioned from Job Centre plus locally
 - Integrating State Benefits with more flexible application of them to local priorities these services need to be a part of the public sector family in a place rather than an extension of the centre

Working together we should deliver:

An agreed National Economic Transition Model. This new national model will need to support each local system to:

- Meet its share of public debt in line with the Treasury trajectory to halve it over five years
 - Deliver greater standard efficiencies now and in 2010/11 and 2011/12 in order to fund the double running costs associated with the more transformational system-wide programmes of change and associated decommissioning of some legacy services

- Free up resources beyond the required savings to pump-prime, double-run and invest to save
- Have cross-system flexibility to risk-share savings that would otherwise benefit one organisation at the expense of another
- Manage resources across years

In return for the shift in systems, funding and performance arrangements, and behaviour we would expect from Central Government colleagues, this sub-regional place will contribute to sign up to:

- Creating more strategic and developmental capacity and economies of scale that will deliver better for less through a new Coventry Solihull and Warwickshire sub-region, building on our successful economic partnership, collaboration on infrastructure services so far

This concordat symbolises a 'safe space' for a continuing dialogue with central government and local places to explore the possibilities and constraints of working differently. It also provides a framework for fast prototyping a series of practical new arrangements across given themes and test the efficacy and sustainability of the new approaches for our residents – and then consider how replicable and scalable these are. We also plan to develop two additional strands to the concordat covering the new deal with:

- Schools, GPs and other front-line commissioners
- Local people around the agenda of greater self-reliance for less cost

We are not naive. We appreciate that such a signing up (which will be literal as well as metaphorical) represents a radically different way of working. It will exert much needed pressure to deliver and work together differently. Whitehall spending departments and local partners across public sector administrative boundaries will collaborate more deeply and more speedily. This will make it easier for central and local agencies to come together differently and with a renewed focus

The concordat is about people, not about processes, systems, budgets and governance arrangements. The psychological commitment to sign up to the innovative risk as well as reward for working in this way is a challenge to professionals and politicians alike at all levels – we should not underestimate the scale of this challenge or the potential prize

3. Our Asks: Freedoms and Flexibilities

Throughout our pilot we have been clear that we will identify and address local system barriers as they occur. Through our Concordat we will continue to develop proposals to take an agreed sum from the overall pot of sub-regional funding. Through our work so far we have identified the following barriers that, if removed, would reduce cost and improve outcomes:

In the short-term 2010/11 we would like the following freedoms and flexibilities:

Redesign and Devolve

- A clear commitment to streamline field forces, and release some of the gains from this process to areas who will maximise the efficiency of them.

Information Sharing and IT

- Simplify and strengthen information sharing expectations to remove barriers that lead to expensive local workarounds across agencies to shore up the Common Assessment Framework and Children's Centres individual family plans including routine access to Job Centre Plus family caseload information
- Sharing and better use of client information relating to 18 year olds who are registered both with Connexions and Jobcentre Plus to reduce duplication of caseloads and assessments
- Review the duplication between national and local recruitment related data bases and connectivity between central and local systems
- Review CRB checking for the recruitment of teachers e.g. passport validation of identity and sensitive personal criteria

Incentives for Partnership

- Make GP Practice Based Commissioners statutory partners in Children's Trusts and work with us to prototype a new set of stronger GP contract and Practice Based Commissioning flexibilities, performance drivers and incentives for working with Children's Centres. The General Medical Services contract is particularly inflexible

Regulation and Inspection

- Work with us to develop a prototype simplified, integrated inspection regime that better integrates Common Area Assessment, Local Area Agreements, the NHS World Class Commissioning and Local Delivery Plan twin processes, Care Quality Commission and Children's Inspection systems

Accessing the Evidence

- Support and analytical advice to map costs of failure downstream service costs in the NHS, poor school attainment, criminal justice; creation of programme budgeting metrics i.e. cost, performance and outcomes
- Support from research and good practice elsewhere to shape truly interdisciplinary teams

In the medium-term 2010/11 we would like the following freedoms and flexibilities:

Redesign and Devolve

- Devolve commissioning of central government agencies' local agency programmes i.e. employment support programmes and benefits

Information Sharing and IT

- Bring forward the NHS National Programme for IT work in respect of integrated children's systems development across health, education and social care – or allow Children's Trusts to procure for themselves

Financial Flexibilities

- Give us a single capital and revenue allocation for the Child Health Programme as an early first step in our Concordat
- The ability to purchase individual packages of personalised learning from providers for targeted young people who are at serious risk of disengaging from learning. These packages may not initially deliver nationally recognised qualifications
- The opportunity to use European Funding with targeted individuals for personalised learning in a flexible way e.g. for young parents who are NEET to be able to continue learning funded by ESF after their 18th birthday
- End the ring-fencing of schools budgets (DSG) and work with us to shape a requirement for school clusters to pool resources, share services and make efficiencies

Education and Learning

- A high level national agreement with Higher Education Institutions (HEI) and Further Education Institutions (FEI) on a common curriculum and integrated education for community children's workers to embed effective, sustainable and more cost effective interdisciplinary teams working
- Bring together the Civil Service Fast-Track programme with the NHS Graduate Management Training Schemes for general management, HR and finance and the Local Authority equivalents

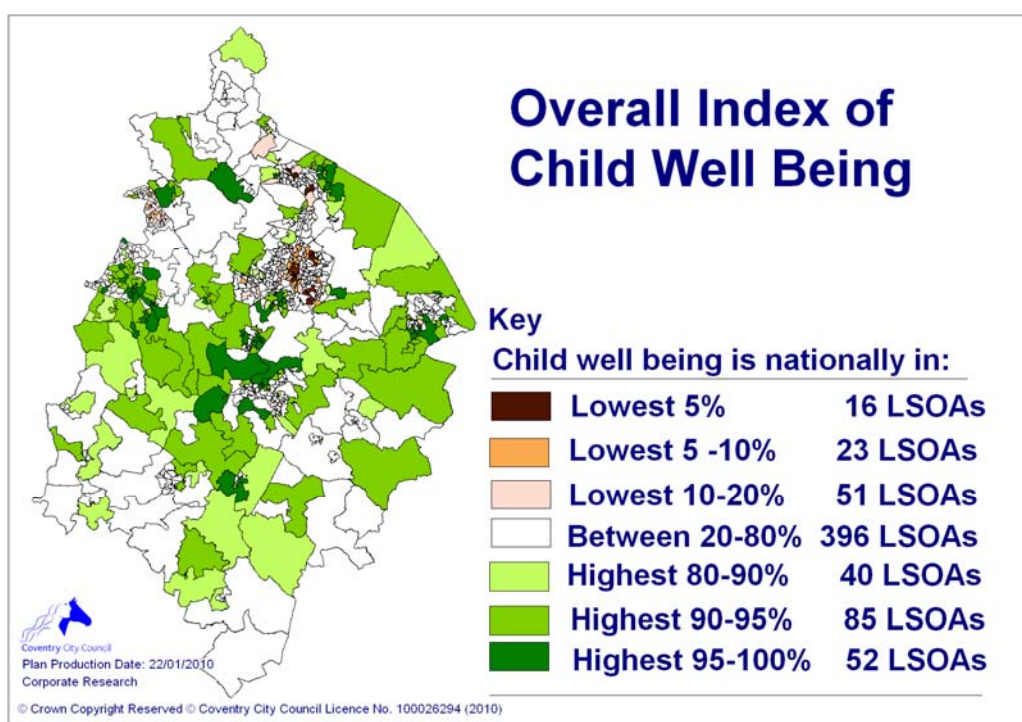
4. Total Place Themes

4.1 Choosing the Theme

Coventry, Solihull and Warwickshire selected the delivery of services to young people as our theme for the Total Place pilot. The selection process highlighted that it was the area of service delivery with the greatest synergy and the highest priority for improvements across the sub-region. Children's services and the wider support systems around them represent a large sub-system within in which to model new ways of working, but distinct enough to ensure focus.

The links to the Every Child Matters (ECM) programme have been embedded into the pilot. As a ten year programme, Every Child Matters is designed to achieve a step change in the outcomes for all children through the commissioning by Children's Trusts of consistently effective universal, targeted and specialist services that are locality-based, multi-agency and interdisciplinary where appropriate. These services should be easily accessed through the application of common processes administered across the children's workforce. In particular, Every Child Matters challenges us to reduce the gap of inequality of outcomes between the most and least advantaged families, this driver sits at the heart of our Total Place Pilot.

As previously noted, the sub-region is one of significant diversity, with a corresponding impact on outcomes for children.



4.2 Cost of Children's Services

In all three local authorities education is the largest single area of expense followed by Children's Social Care. Combined these two services account for 70% of the total spend for the three authorities.

Total cost per head of Children's Social Care is greatest in Solihull at a cost of £648 per head. This is £100 more than the cost in Coventry and £288 more than in Warwickshire.

Expenditure per head on education is greatest in Coventry at £933, being £117 and £183 more expensive than Solihull and Warwickshire respectively.

4.3 Vision for Children's Services

We have started to develop a value added strategy for children and young people's services working first with Children's Services Directors and this will be further tested at a booked engagement event for the three Children's Trusts. It builds on significant joint working to date on social worker recruitment and retention, procurement and specialised placements commissioning.

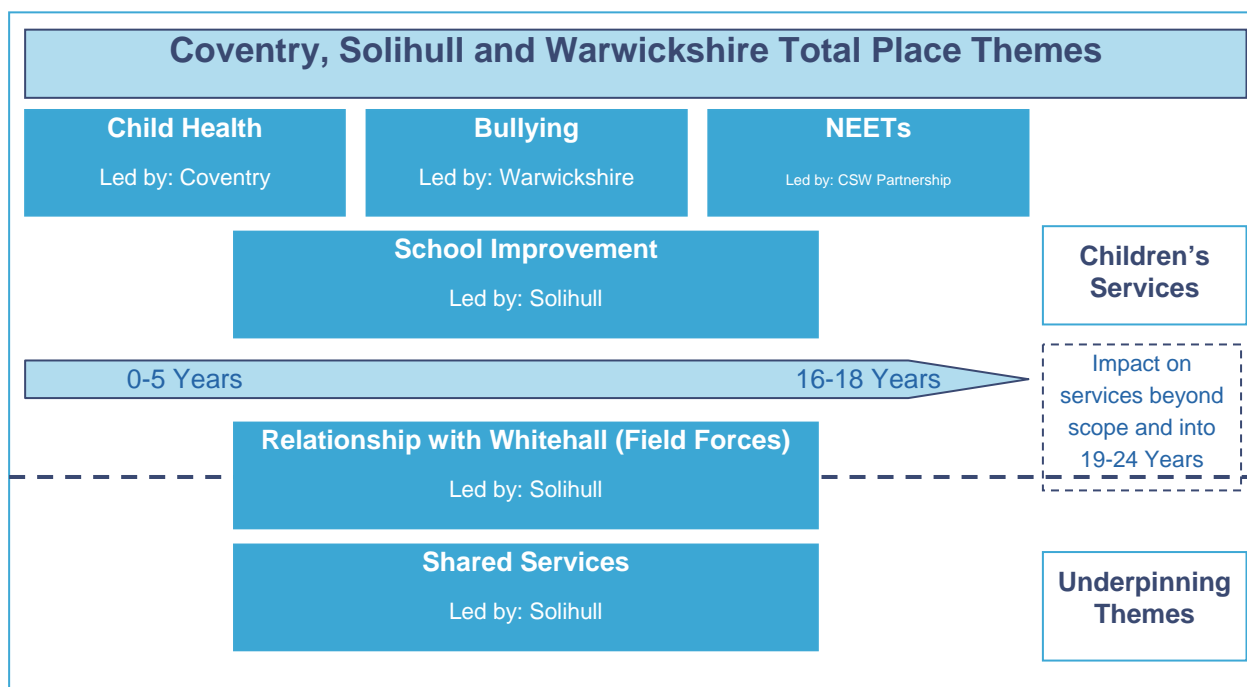
The key themes that will embed joint work on children's services as we mainstream Total Place are:

- Strategy Development
- Joined up sub-regional influence with central government
- Shared Services
- Specialised commissioning and market management
Learning and Workforce Development
- Safeguarding and Governance

The five workstreams that we have chosen for the Total Place are allowing us to test the principles above through practical examples and the need to deliver efficiency, innovation and improved services to the public. The five workstreams are:

- Child Health 0-5
- Bullying
- Young People not in Education, Employment or Training (NEETs)
- Improvement Support Re-design
 - School Improvement
 - Relationships with Whitehall
- Delivering Efficiencies through lean working: shared services

The diagram below indicates the differing and broad age range from 0-18 years covered by the four service delivery themes within Children's Services, all being lead by a different locality or coordinated across the sub-region in the case of NEETs. As part of this approach the pilot will also be researching the impact on services beyond the scope and into 19-24 years.



This range of projects will enable us to test, measure and enhance:

- A systematic method of engaging users and front line staff and build this into a new, mainstream commissioning cycle (Child Health and NEETS)
- Our readiness to move from three strategies to one through a formal collaborative between the three Children's Trusts (Bullying)
- Our emerging relationship with Whitehall and the ability to shift resources from the centre to the sub-region where appropriate (Field Forces)
- Alignment of the commissioning response of schools in a more common approach (School Improvement and NEETS)
- Redesign and roll out of better integrated, more efficient joint working arrangements across the sub-region i.e. teacher recruitment (Shared Services and Bullying)
- The pooling and sharing of financial risk between agencies (NEETS)

Working through a range of workstreams which cover such a wide age range of Children's Services will enable us to take a whole systems approach. We believe that a strong start in life is essential, but for those children and young people that are already using our services we believe we can deliver better outcomes at less cost. We can build on the public service institutions such as new Academies and Trust schools, Children's Centres, neighbourhood policing teams and foundation hospitals introduced by the Government and to provide support so that eventually services such as childcare, children's health, adult learning, schools and after-work care are also provided to users in a far more integrated way.

Underpinning Themes are not intended to focus on the delivery of services but to review and enhance our own internal joint working arrangements and opportunities to remove duplication and to reduce the centrally imposed burdens on the frontline from reporting, inspection and assessment. These are the Relationships with Whitehall (Field Forces), Shared Services and Building Capacity across the Sub-region.

We have assessed our comparative performance against indicators that contribute to the specific themes and summarised below. These metrics highlight that there are opportunities to improve performance in specific areas by at the minimum improving our performance to compare with the best in the sub region.

Coventry CC	Solihull MBC	Warwickshire CC
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Child Health 0-5				
NI 109	Delivery of Sure Start Children's Centres	100%	78.6%	82.5%
NI 50	Children with good relationships with family and friends	62.7%	63.7%	62.9%
NI 53a	Prevalence of breastfeeding 6-8 weeks from birth (prevalence)	15.8%	40%	43.6%
NI 53b	Prevalence of breastfeeding 6-8 weeks from birth (coverage)	53%	N/A	80.4%
NI 55	Obesity in primary school children in Reception	10.6%	8.5%	8%

Bullying				
NI 69	Children who have experienced bullying	53.9%	44.3%	49.9%
NI 87	Secondary school persistent absence rate	6.2%	4.6%	4.9%
NI 110	Young people's participation in positive activities	67.3%	68.4%	69.9%

NEETs				
NI 117	16-18 year olds not in education, training or employment	6.7%	6%	5.8%
NI 91	Participation of 17 year olds in education or training	86.8%	78.6%	86.1%
NI 111	First time entrants to the Youth Justice System aged 10-17	1,475	N/A	574
NI 114	Rate of permanent exclusion from school	0.02%	0.1%	0.2%

School Improvement				
NI 89a	Number of schools in special measures	0	1	2

NI 89b	Average times spent by schools in special measures	0	24 months	21 months
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	69%	81%	76%
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent English and Maths	41.8%	54.6%	51.4%
NI 76	Reduction in schools where less than 65% achieve Level 4	16	12	9
NI 78	Reduction in schools where less than 30% achieve 5 A*-C GCSE	6	4	3

Child Health 0-5

Our scope is to improve the health of all younger children 0-5 and narrow the gap between the least and most healthy, at less cost. We are changing how we work our commissioning cycle by systematically involving the people who use, deliver or plan children's centres to reshape them. Resources will be freed up through better common use of premises, streamlined assessment and requesting flexibilities in the commissioning of benefits and employment support. The project will initially be piloted in one of Coventry's Target Neighbourhoods, using an inclusive and systematic design process after a successful bid to the Design Council.

Warwickshire and Solihull will act as critical friends in this first phase and will be established partners in using the finally agreed design methodology that we hope will shift our mainstream business cycle for all commissioning of children's services across the sub-region. This support and challenge approach should be effective now that we have a good understanding of our comparative performance and best practice for obesity, breastfeeding, infant mortality, immunisation and teenage pregnancy.

The sub-regional added value focus is to ensure that the 30% Children's Centres in the northern band of deprivation that runs across the sub-region have a common, better offer for less and that clearer, common mental health and wellbeing interventions are anchored into the programme. We plan to work with Central Government to develop a transition investment model that quantifies the cost, benefits and double running of better early intervention services when compared to the current increased use of downstream health services, poor education attainment and worklessness. The case for prevention needs to be properly quantified.

Bullying

Our aim is to build on a very strong anti-bullying partnership in Warwickshire which already has in place a strategy, strategic plan and excellent initiatives. It is proposed that the three coordinators and line managers from Warwickshire, Coventry and Solihull form a working hub linked into their own anti-bullying groups and promulgate best practice. The specific opportunities identified include better coordinated marketing campaigns, a joint help line, and website with common standards and training to ensure better sustainability of provision. If successful, we hope that this will lead to other areas of joint strategic collaboration at less cost between the three Children's Trusts.

A local survey of 14,000 11-16 year olds indicates levels of bullying have fallen in Coventry, but they still remain higher than the national average. In a similar survey the proportion of children and young people in Solihull who reported that they had experienced bullying was similar to that nationally. Solihull has a number of initiatives such as the Playground Pals project to tackle bullying and has received recognition at the national Youth Service Awards receiving the Diana

Anti Bullying Award.

Young People not in Education, Employment or Training (NEETs)

The percentage of 16-18 year olds who are NEET in Coventry is currently 6.7%, the aim is this to 5.6% by 2010/11 and to zero by 2015. In Warwickshire performance is currently 5.8% with a target to reduce to 4.4% by 2010/11 and to zero by 2015. The percentage of 16-18 year olds who are NEET in Solihull is currently 6% with the aim to achieve a target of 5.6% by 2011/11 and to zero by 2015.

From the Comprehensive Area Assessment (CAA) we know that more young people in Coventry are continuing into education, employment or training after the age of 16 than in similar areas but we recognise that improvement is needed to increase the numbers of care leavers and young offenders that go on to employment, education and training following school. Our services to help children and young people develop the skills and attitudes needed to get jobs are good. More young people continue into education, employment or training after the age of 16 than in similar areas. Although the numbers of young people entering the youth justice system for the first time and levels of re-offending are average and could be improved.

There is a good range of services in Solihull to encourage vulnerable young people such as young offenders to continue into employment, education or training. Needs are identified early and contact is made directly with schools. There is a good range of training provision for example local learning clubs. However, there the numbers in employment, education or training have not improved. In addition, the percentage of teenage parents who are in education, employment and training remains too low.

Warwickshire are working with underperforming schools to give more support for teachers, working to reduce exclusions and helping to support pupils with emotional problems and poor behaviour. There is more help available for people most likely to leave school with no job or place in further education or training. These include teenage parents and young people with special educational needs. This is helping to keep the proportion of young people who are not in education, employment or training lower than elsewhere. Despite the recession, fewer than 6 in every 100 school leavers in the county were in this position in 2008/09.

Improvement support re-design

The objective of the initiative is to consider the future of School Improvement Services in the light the recent White Paper (You Child, Your Schools, Our Future) and the cessation of Government funding for The National Strategies from March 2011. We are testing whether a collaborative approach could result in one service from the current three, with greater depth of skills, capacity and flexibility, as well as encouraging schools to experiment with a more collaborative approach to commissioning the support services they require.

Solihull is in line or better than average for most indicators of education performance. When compared with similar local authorities, Solihull educational outcomes are close to the average for that group. The issue for Solihull is not the educational achievement of children and young people overall but the inequality in performance between the pupils from the more disadvantaged areas of the borough compared to the more affluent areas. There has been some progress in closing the gap but the difference in levels of achievement is still too wide. There is good progress being made to lift schools out of special measures and there are improved exam results at schools that have not performed as well, mainly in the north of the county.

Plans have been drawn up for the future of Warwickshire's secondary schools. These have been prioritised to concentrate on developing a comprehensive strategic plan for Nuneaton and Bedworth. This is an area with the highest level of surplus places, poor school buildings and poor exam results. In 2008, four of the five schools that had poor ratings from Ofsted are

improving, and the number of secondary schools which were not achieving the government's minimum target for achieving 5 good grades at GCSE level in 2008 had reduced from five to three.

Coventry participated in the Breakthrough programme as a means of delivering school improvement and raising boys' achievement. Participation in this programme, between 2005 and 2007 resulted in the performance of boys in participating schools improved by 6.1%. There are different arrangements for the School Improvement Service in Coventry but the authority will be engaged in the theme as a thinking partner to support the initiative being led by Solihull and Warwickshire.

The project is about carrying out a feasibility study to identify options for the delivery of high quality school improvement support and explore those options in detail in terms of establishing business case. Maximising the commissioning leverage by schools themselves is a key dimension. The project will make some recommendations for the two Local Authorities to consider and reach a decision about which model of school improvement they wish to pursue post 2011.

5. Deep Dive: Proposals and Business Cases

5.1 Child Health 0-5

What isn't working now?

The strategy and guidance for children and young people's health is clear, through Healthy Lives, Brighter Futures the Department for Children Schools and Families (DCSF) and Department of Health (DH) have produced clear set of measurable outcomes to improve the health for all children and young people.

Children's Centres are the main way to deliver co-ordinated early health and development support to younger children. Parents often experience a stressful, poorly co-ordinated set of education, health and social services which can be difficult for them to find their way into and navigate their way around. It appears services are still doing duplicate multidisciplinary assessments and that the Common Assessment Framework is not embedded. The practical service that people get is perhaps happening more on the terms of the public agencies rather than fitting in with families' own routines and lives. There is a lot of evidence that some hard to reach and difficult to work with families don't use services and may even avoid them, particularly in some of the more deprived neighbourhoods and certain communities.

The problems of implementation are local and relate to culture and accountability. We have a particular problem in Coventry engaging and integrating our health staff into Children's Centres, GPs often see them as undermining their traditional model of health visitors attached to GP surgeries. We need to work more closely with GP's and health visitors to develop a common understanding of the problem and develop a joint solution. Our new Early Years prototype and commissioning arrangements need to focus less on process of integration and more on overcoming cultural barriers and commissioning for outcomes. We also need to strengthen the links with wider support services such as Jobcentre Plus and their support to families with young children on benefits and hoping to return to work. These are fragmented. For example, it has been identified that referral and caseload information sharing between Children's Centres and the NHS for Coventry and Warwickshire is limited and that consent protocols hamper the ability of Job Centre Plus to share key data that could inform better decision making across local public sector organisations. We have identified an inconsistent use of premises both in terms of utilisation of space but also in the scope and integration of the services offered.

The DWP recently published an evaluation baseline report for their work-focused services in children's centres pilot. The main elements of the local authority pilot approaches were:

- Work-focused services, delivered through Jobcentre Plus Personal Advisers
- Bespoke services and packages of support to address needs of the target client group
- Partnership working
- Integration of the Jobcentre Plus Personal Advisers into the children's centres
- Identifying and engaging parents

The key observations from the initial findings were that there is more than sufficient demand for both work-focused services, and for having this service located on site, at the children's centres. Importantly, this demand is particularly strong among those parents who are out of work and claiming benefit entitlements

The results of a user survey indicated that some parents with children under five present greater challenges as they do not necessarily see work as an option in the short to medium term, alongside their primary childcare responsibilities, which highlights the importance of a more

joined up approach to get these parents to think about, or prepare for their longer term employment options, along with promoting benefits and availability of good quality childcare, so that they can consider work as an option. The findings highlighted that success relies upon the role and skills of Jobcentre Plus Personal Advisers and the support received from children's centre staff, particularly when engaging parents, promoting work-focused services and facilitating multiagency working.

What looks expensive in comparison to known benchmarks?

Through the Deep Dive we have found that parallel management systems mean that it is not easily possible to compare the unit cost of interventions at a service user level, or to relate spend and value for money to the outcomes achieved in Coventry or Warwickshire. Understanding the overall caseload numbers and staffing for Children's Centres in Coventry and Warwickshire has proved to be difficult as this data is only held manually at each Children's Centre. Information relating to the needs identified and outcomes delivered for each family to inform strategic resource allocation and future programme design is not possible as there is no common management information system.

Although Children's Centres do co-ordinate the overall range of interagency services delivered, they don't lead the whole service. The current model means that each organisation tends to contribute its standard service offer into the Children's Centre rather than design in its added value to a truly integrated service. Organisations continue to run their own budgeting, staffing and workload systems. There is therefore a clear need for a standard integrated caseload and staffing model supported by a common definition of intervention programmes delivered and outcomes achieved. This should be based on the national Core Offer components and would enable inputs and outcomes to be tracked and value for money and outcomes understood.

The Common Assessment Framework (CAF) is not embedded. For example, Children's Centres in Warwickshire only represent **5%** of the total CAFs completed and specific Health referrals being even less, at **3%** of the total. The challenge is to disprove that 95% of Children's Centres costs and 97% of community health costs are likely to be deployed on families whose needs are first assessed outside the CAF process through lots of multidisciplinary assessments which Children's Centres are then subsequently required to make sense of and support on a multidisciplinary basis. This may well lead to poor use of professional time and a time-consuming, confusing experience for families.

There are **23** Children's Centres in Coventry, 17 in 30% most disadvantaged areas and 6 in 70% most disadvantaged areas. There were **30** Children's Centres developed as phases 1 and 2 in Warwickshire, with another **9** scheduled for designation by March 2010. There are 4 centres in the 30% most disadvantaged areas, with all of the others falling into the remaining 70%. The scope of services offered varies but broadly includes the core offer according to the level of disadvantage in their area, such as Speech and Language Service, Job Centre Plus, Health Visiting, Midwifery, Child and Adolescent Mental Health Services (CAMHS), Pre-school Education Service (SENCOs), Relate, Together for Children and voluntary organisations.

We know that the cost of providing services for Child Health 0-5 and in Children's Centres in Coventry is **£16.4m**. This includes Council costs of **£11.4m**² from a total Children's Services budget for 2008-09 of £114m, or 10% of the total. Coventry PCT expenditure on Child Health in the community is **£5m**.³ The total number of FTE's in Children's Centres in Coventry is 280 which include 16 staff employed by NHS where the local authority contributes to their costs.

The cost of providing services for Child Health 0-5 and in Children's Centres in Warwickshire is

² 2009/10 Coventry City Council, Children Learning and Young People, Finance

³ 2008/09 DCSF, DH, Durham University, Children's Services Mapping, Early Years and Health Visiting and Children's Therapy Service Budget, Coventry PCT

approximately **£14.5m**. This includes Council costs estimated to be **£8.5m**⁴ from a total Children's Services budget for 2008-09 of £298.8m. This is 3% of the total. The Warwickshire PCT expenditure on Child Health in the community is **£6m**.⁵

Therefore the total cost of the local authority and PCT provision of Child Health 0-5 and Children's Centres across Coventry and Warwickshire is **£30.9m**. This does not include the cost of benefits, Jobcentre Plus or mental health services due to data sharing restrictions. The table below shows that cost and performance do not relate.

	Coventry CC	Warwickshire CC
Local Authority and PCT Expenditure 2009/10		
Expenditure on Child Health 0-5 and Children's Centres	£16.4m	£14.5m
Child Population 0-5	18,700 ⁶	31,000 ⁷
Expenditure per Child 0-5	£877	£468
Care Quality Commission Performance 2008/09		
Breastfeeding initiation	Failed	Under Achieved
Teenage conception rates	Failed	Failed
Chlamydia screening	Under Achieved	Failed
Commissioning CAMHS	Under Achieved	Under Achieved
Immunisation	Under Achieved	Under Achieved
Childhood Obesity	Under Achieved	Under Achieved
Comprehensive Area Assessment National Indicators		
NI 53b Prevalence of breastfeeding at 6–8 weeks from birth	76.6%	N/A
NI 55 Obesity in primary school age children in Reception	10.6%	8%

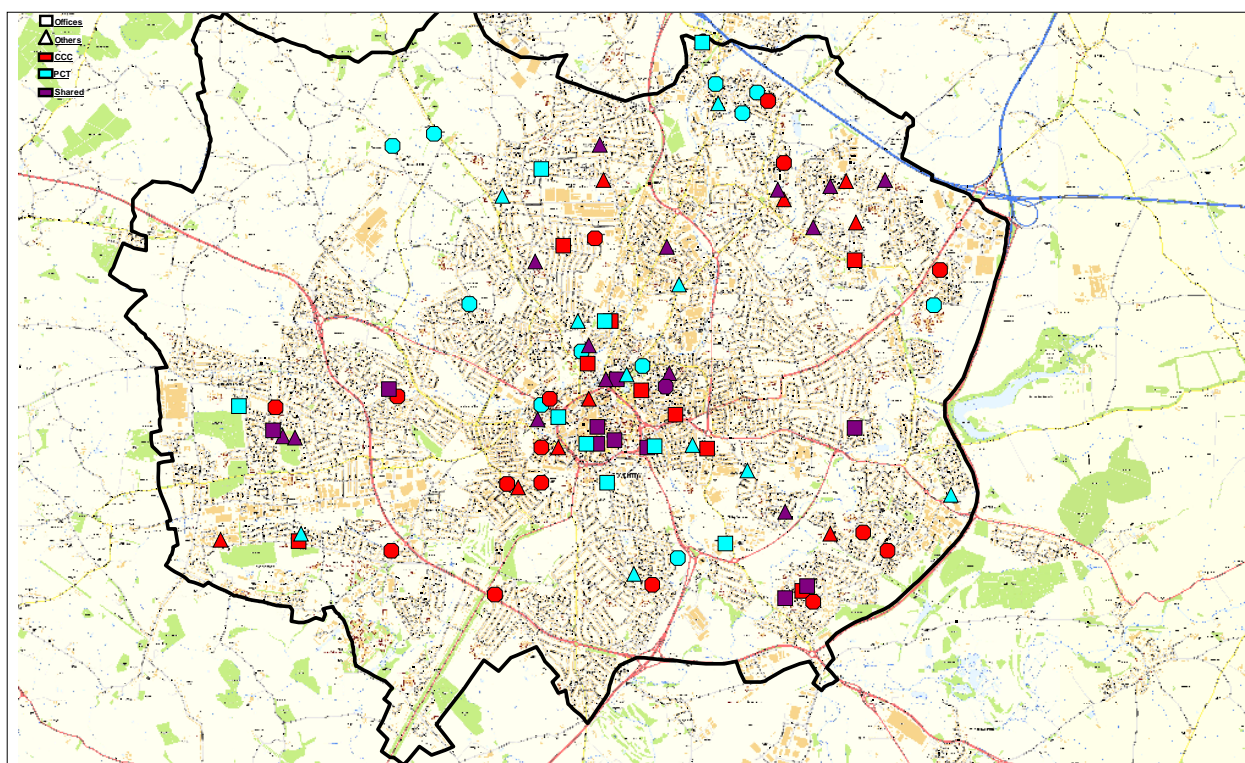
As part of our approach we have reviewed shared occupation arrangements between Coventry local authority and the PCT. There are currently 22 buildings with shared occupation. The terms of occupation are a combination of freehold and leasehold, with some in third party ownership. There are currently fourteen City Council buildings and eight PCT buildings. So far we have identified 51 Council staff in PCT properties and 94 PCT staff in Council properties. This highlights overlaps between locations and services provided to the public. Our approach through the Design Council work will be to determine the core offer and how to run Children's Centres in the area and to work out how best our assets can support this core offer. We are not prepared to compromise service delivery and a reduction in quality by making short-term decisions to reduce our assets and disinvesting in early intervention as a result.

⁴ 2009/10, Warwickshire County Council, Children Young People and Families, Finance

⁵ 2008/09 DCSF, DH, Durham University, Children's Services Mapping, Early Years and Health Visiting and Children's Therapy Service Budget, Warwickshire PCT

⁶ Office of National Statistics, Population projections, 2010, Coventry, aged 0-4

⁷ Office of National Statistics, Population projections, 2010, Warwickshire, aged 0-4



What interventions do we know work? What are our outcomes?

The main public sector bodies involved in Child Health 0-5 are the local authorities, schools and Primary Care Trusts. We know we can improve our performance in line with benchmarked local authorities and PCTs in similar family grouped organisations.

If Coventry and Warwickshire improved their percentages to that of Solihull which is the best in the sub-region they would all be achieving 84.6% for prevalence of breastfeeding at 6–8 weeks from birth and if they improved their percentages to best in the custom family group they would all be achieving 100%. This could result in improved health outcomes through less necrotizing enter colitis in premature infants, greater immune health, fewer infections, less tendency to develop allergic diseases, protection from sudden infant death syndrome, higher intelligence later in life, less chance of developing diabetes and a reduced risk of extreme obesity.

If Coventry and Warwickshire improved their percentages to best in the sub-region for obesity in primary school age children in reception they would be achieving 8% and if they improved their percentages to best in the custom family group they would all be achieving 7%. This could result in higher life expectancy and to reduce the likelihood of various diseases, particularly heart disease, type 2 diabetes, breathing difficulties, certain types of cancer and osteoarthritis.

Obesity in children is still increasing and these children are more likely to suffer from heart disease, stroke, certain cancers and diabetes. Obesity has far reaching implications for children's quality of life. Obese and overweight children are often bullied at school and as a result, their education and mental health may suffer considerably: there are much more likely to suffer from depression than other children.⁸

Overweight adolescents are more likely than children who are not overweight to be victims and perpetrators of bullying, bolstering evidence that it endangers emotional as well as physical health. Research highlights that children rated their quality of life as low as that of young cancer patients because of teasing and weight-related health problems.

⁸ HALFF registered Charity website

What we can do locally?

We have considered which of the issues identified here are local and therefore entirely in our control. We will commit to:

- Work with the Design Council on a prototype approach to Children's Centres to harness user stories and experience of often having to deal with multiple public sector agencies combined with the engagement of front-line staff to reshape Children's Centres
- Use the learning to shape a new common commissioning and redesign cycle that embeds public and staff engagement in a new end to end model
- Map excess costs of multiple assessment, parallel staffing, poor use of buildings and parallel management systems

What we can do with local leadership?

We also appreciate that to address issues of local culture and accountability we need to engage and work more closely with our public sector colleagues to develop a common understanding of the problem and develop a joint solution. We will:

- Develop a healthy child model that involves the local authority and PCT working with GP's and health visitors to address need for cultural change to deliver functional integrated teams and make embedded CAF a reality
- Deliver common induction, training and development for children's centre staff through a new learning academy
- Renegotiate the curriculum for community children's staff educated by local universities
- Develop a common system of mapping needs, costs and outcomes in a programme budgeting approach
- Establish a common estates plan
- Streamline management costs and systems so that they support rather than cut across integrated team delivery

What we need central government to do?

We recognise that flexibility is going to be a key aspect in delivering better services to our local residents and therefore ask central government to:

- Remove information sharing barriers through better legislation covering the duty to collaborate including Job Centre Plus
- Accelerate the NPFIT work in respect of integrated systems beyond the NHS
- Give us single capital and revenue allocations for Children's Centres
- Make GPs statutory partners in Children's Trusts
- Create new GP contract and Practice Based Commissioning incentives for working with Children's Centres
- Facilitate a high level national agreement with HEIs and FEIs on a common curriculum and integrated education for community children's workers

- Devolve commissioning of central government agencies e.g. employment support programmes and benefits
- Provide more flexibility for PCTs to decide the future configuration of their own provider arms
- Support analytical advice to map costs of failure downstream service costs in the NHS, poor school attainment, criminal justice; creation of programme budgeting metrics i.e. cost, performance and outcomes
- Support from research and good practice elsewhere to shape truly interdisciplinary teams

Key milestones to implement the project

Set out below are the key milestones and proposed timeline for child health 0-5 and integrated Children's Centre pilot. The key activities we have undertaken and plan to undertake in the future are to:

- Shape initial Service Specification for Coventry - February 2010
- Agree process of engagement with Solihull and Warwickshire during the learning - February 2010
- Agree the location and collect relevant asset cost information of the first Children's Centre to pilot the new core offer - March 2010
- Reshape existing Children's Centres Steering Group for Coventry - April 2010
- Work with PCT partners to agree feasibility and key components of desired information sharing protocol - April 2010
- Design approach and timetable for engagement with and feedback from staff and service users - April to May 2010
- Work with the Design Council to develop the core offer, service specification and pathways for a new Children's Centre - March to September 2010
- Review baseline position for child health indicators and set desired improvement trajectories, including a locality specific cut for the first target Children's Centre - June 2010
- Run a whole system event to test the agreed service specification - June 2010
- Begin to plan for wider roll-out with Solihull and Warwickshire - June to September 2010
- Revise service specification, operational policy and pathways and develop financial framework - July 2010
- Staffing plan to manage change, recruitment and key aspects of induction and training - July 2010
- Children's Centre Steering Group to begin planning and scope of roll-out programme across Coventry, Solihull and Warwickshire - September 2010
- Implement new prototype of Children's Centre - October 2010

5.2 Bullying

What isn't working now?

Coventry, Solihull and Warwickshire each have different strategies and approaches to deal with incidents of bullying. Coventry has in place an anti-bullying charter mark for its schools. The Charter Mark was put together by a group of young people as well as anti-bullying and behaviour professionals. The Charter Mark has been designed to help pupils, parents and staff in the prevention and management of bullying incidents in schools. A set of standards has been developed which supports Every Child Matters outcomes and is in line with current Self Evaluation Forms for schools. Warwickshire has in place a locally recognised Kitemark in relation to anti-bullying practice and services, promoting consistency of provision and ensuring compatibility with existing quality assurance schemes e.g. healthy schools. Solihull has a number of initiatives such as the Playground Pals project to tackle bullying and has received recognition at the national Youth Service Awards receiving the Diana Anti Bullying Award.

Each of the initiatives has been successful in its own right but anecdotal evidence suggests that the engagement of schools, and indeed parents, has been difficult in some areas of the sub-region as it is not necessarily in the interest of schools or parents to categorise and record incidents as bullying. There is extensive national guidance but there appear to be differences and therefore inconsistency in the interpretation of bullying at local schools and amongst parents as to what actually constitutes an incident of bullying.

There are concerns about local capacity and the sustainability of anti-bullying programmes in certain areas of the sub-region as there is currently heavy reliance on the work of the anti-bullying coordinators, who are in some instances only a part-time resource. The current arrangements to manage the programme of work are dependent on the knowledge and skills of existing staff.

Warwickshire operates a very open model of participation in relation to the anti-bullying partnership and steering group, whilst the approach in Coventry would appear to be more piecemeal with the local authority responsible for the engagement with schools. It has also been identified that there is separate activity being undertaken by the PCT, with innovation fund money being obtained with regard to an aspect of bullying children highlighted through the stop think do programme. Anecdotal evidence would therefore suggest the respective approaches could be better joined up and good practice could be shared to improve the coordination of a strategy for the sub-region.

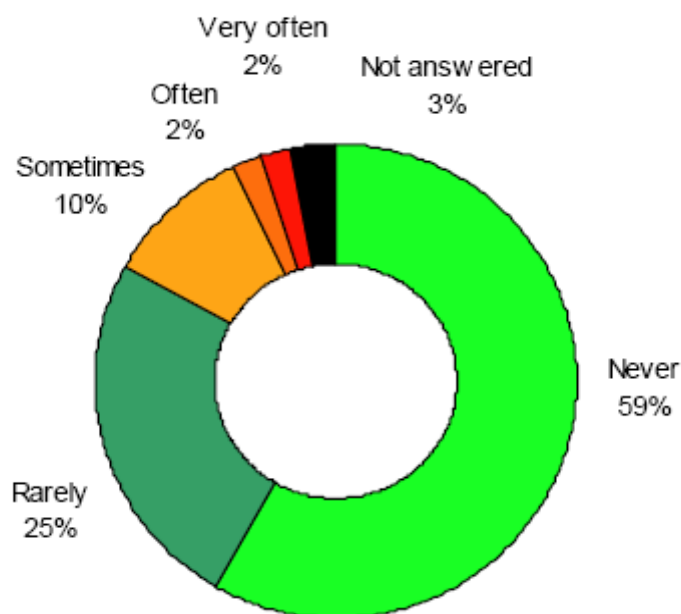
What looks expensive in comparison to known benchmarks?

It has been difficult to access all the necessary information regarding the direct and indirect cost of bullying to the public sector across the sub-region or more specifically to determine exactly how much schools are spending on this issue because there is nothing specific within the schools funding formula for anti-bullying work. This is a key element of safeguarding children and ensuring they enjoy and achieve, under the every child matters agenda, and therefore the funding allocated to schools should include work on anti-bullying.

The DCSF are planning to establish a new legal duty on schools to record and monitor bullying in schools and there is currently a DCSF consultation about this to inform decisions about exactly what will be required in terms of data collection and duties to report. Although we are piloting a system we are awaiting the outcome of the consultation, before extending the pilot to ensure that it is in line with national requirements.

The Communities that Care Survey 2008-2009 of 14,000 11-16 year olds indicates levels of bullying have fallen in Coventry, but they still remain higher than the national average. In a similar survey the proportion of children and young people in Solihull who reported that they had experienced bullying was similar to that nationally. We know that aggressive behaviour is linked to later involvement with drugs and crime and that bullies are also far more likely to raise

children who become bullies themselves. The survey asked a number of questions around aggressive behaviour and bullying. Overall Coventry was significantly higher than the figures from previous surveys. This means the level of risk of bullying has increased. The chart below highlights the percentage of young people who stated that they had bullied another pupil or been a perpetrator of bullying in the last year.



Overall in Coventry, 59% reported not having bullied anyone or been a perpetrator in the past year, whereas 68% reported never having bullied another young person in the previous survey. This is statistically significant. A further 3% of young people did not answer this question. Assuming that none of these young people had engaged in bullying, this still indicates that 38% of young people had engaged in or admitted to perpetrating some bullying in the past year compared to 30% in the previous survey and 28% nationally. In total 38% admitted to bullying, equivalent to 5,302 young people, with 25% saying they had done so only rarely, and the remaining 13% admitting to bullying others sometimes, often or very often.

Warwickshire County Council has run an annual survey through schools each year since 2007 based on the themes of the Every Child Matters outcomes. The respondents to the survey range from year 5 to year 12. In 2009 the number of respondents to the survey was approximately 9,500. The responses for 2009 identified that the main types of bullying reported were; verbal abuse 50%, physical attack 21.4%, being left out of things 10.6% and internet, text or phone (cyber bullying) being 3% with the remainder not specified at 15%. The main reasons for bullying were; appearance 30.1%, with your family, race or religion, gender or sexuality, disability and where you live all forming between 1% and 4% of the total and over 50% of incidents being recorded as not specified or don't know. This information appears to give a significant basis to be proactive and focus specific support and prevention work with these key groups of individuals.

The percentage of children that had been bullied in school in the past 12 months was recorded as 15.1% and those bullied out of school in the same period was 7.4%, which with a reported 0-15 population in Warwickshire of 97,600 gives a sense of the scale of the issue, we estimate that approximately 65% of these children are of school age and based on **22.5%** of children claiming to have experienced bullying. This could therefore involve **14,400** pupils in Warwickshire. Therefore Perception is also an important factor and there were 14% of pupils stating they thought that bullying was a big problem in their school. The proportion of children that missed school as a result of bullying has declined from the previous year but this wording of

some questions has changed in 2009 which made direct comparisons with previous years difficult. It is still likely to be in the region of 3-4%. Combined with figures of between 9% and 14% of pupils stating they would not know where to go for help if they were being bullied highlights there is still a significant amount of work to be done to provide support and affect negative behaviour outcomes through a more coordinated joined up approach to the issue, especially when we know that aggressive behaviour is linked to later involvement with drugs and crime and that bullies are also far more likely to raise children who become bullies themselves.

An alternative survey by the sub group of an Area Children and Young People's Partnership in Warwickshire recently reported that the proportion of verbal, physical and emotional bullying was even higher than these figures suggest and that cyber bullying was significantly increasing.

What interventions do we know work? What are our outcomes?

We await the outcome of DCSF consultation to establish a new legal duty on schools to record and monitor bullying in schools to inform decisions about exactly what will be required in terms of data collection and duties to report.

Our aim is to share and learn from the experiences of each of the anti-bullying coordinators to better understand the problem of bullying and to develop sense of shared ownership across the sub-region. We will continue to engage with schools and parents to develop common standards in the recording of incidents and focus of support activity. Examples of good practice includes the anti-bullying charter mark Coventry has in place for its schools and a strong anti-bullying partnership in Warwickshire which already has in place a strategy, strategic plan and excellent initiatives.

It is proposed that the three coordinators and line managers from Warwickshire, Coventry and Solihull form a working hub linked into their own anti-bullying groups and promulgate best practice to ensure that as far as possible bullying targets are aligned across the sub-region. If successful, we hope that this will lead to other areas of joint strategic collaboration at less cost between the three Children's Trusts.

Warwickshire's Anti-bullying Partnership is a group of agencies and individuals who are working together to tackle bullying in Warwickshire. The strategic aims are to:

- Promote a shared understanding of what bullying is, its potential impact on the people involved and the need to address it whenever and wherever it occurs
- Develop and maintain a framework for ensuring that all children, young people and families are aware of and have access to effective, appropriate pro-active and reactive information, services and support in relation to bullying
- Develop and maintain structures which enable key stakeholders and partners, including children, young people and families, to contribute to the development of anti-bullying services in Warwickshire
- Actively promote the development of skills and sharing of information and best practice between all agencies working with children, young people and families, linking with local, regional and national initiatives and networks where appropriate and gaps in provision and facilitating a multi-agency approach to addressing them

Work at a regional level we will need to ensure that there are effective ways of supporting the participation of all stakeholders; this will hopefully link into existing work in each local authority. We do find having the wider partnership network very helpful and, as it relies almost entirely on electronic communication, very cost effective. We are able to share information and engage people in consultation and decision making very easily. Within this network we currently have

over 250 schools/agencies as well as individual young people, parents/carers and other community members. However we do feel that for work at a regional level it will be very important to have an operational 'hub' through which all requests/ideas for projects go, to ensure effective workload management for the people involved.

There is huge potential to improve the support provided and outcomes for children who are victims of bullying through Total Place. Coordination of our approach across the sub-region is already underway. As a result of the activity and discussions that have taken place through Total Place our anti-bullying coordinator in Warwickshire is liaising with Coventry PCT to see if we can join up on work around cyber bullying. This is a piece of work that Warwickshire would not have the capacity to do on their own and is an example of the benefits from a joined up approach.

What we can do locally?

We have considered which of the issues identified here are local and therefore entirely in our control. We will commit to:

- Better understand the problem of bullying across the sub-region
- Developing common standards in the recording of incidents and focus of support activity
- Learn from and use good practice across the sub-region and beyond
- Achieving greater efficiencies as some activity will be done once instead of three times
- Building a sustainable anti-bullying programme for the sub-region that takes account of local capacity and does not rely too heavily on a few individuals

What we can do with local leadership?

We also appreciate that to address issues of local culture and accountability we need to engage and work more closely with our public sector colleagues to develop a common understanding of the problem and develop a joint solution. We will:

- Quickly implement a succession plan
- Better coordinated sub-regional activity such as marketing campaigns, a joint help line, and website with common standards
- Provide continuity of service through training of other staff
- Align the differing local area agreement targets
- Continue developing a common approach to bullying in the Children's Plans through each of the Children's Trusts

What we need central government to do?

We recognise that flexibility is going to be a key aspect in delivering better services to our local residents and therefore ask central government to:

- Involve and engage local public services in the consultation and debate on national policy and strategy
- Ensure the consultation is timely to enable a more efficient use and deployment of local resources

- Provide clarity and guidance on how to record and monitor bullying in schools related terms of data collection and duties to report e.g. DCSF consultation

Key milestones to implement the project

Set out below are the key milestones and proposed timeline for the sub-regional anti-bullying strategy. This timetable of activity has been developed to align with our understanding of the central government schedule for Total Place. The key activities we plan to undertake are to:

- Anti-bullying coordinators to share and learn from experiences of each local authority to better understand the problem of bullying and to develop sense of shared ownership across the sub-region - February 2010
- Await outcome of DCSF consultation about this to inform decisions about exactly what will be required in terms of data collection and duties to report - March 2010
- Await DCSF timetable to establish a new legal duty on schools to record and monitor bullying in schools - March 2010
- Extend pilot as a result of DCSF legal duty on schools to ensure work is in line with national requirements - April 2010
- Continue to engage with schools and parents to develop common standards in the recording of incidents and focus of support activity - April 2010
- Provide continuity of service through training of other staff and implementation of a succession plan - April 2010
- Anti-bullying coordinators and line managers from the sub-region to form a working hub linked into their own anti-bullying groups - May 2010
- Working hub to align differing local targets and coordinate sub-regional activity such as marketing campaigns, a joint help line, and website with common standards - May 2010
- Promulgate best practice to ensure that as far as possible bullying targets are aligned across the sub-region - May 2010
- Continue developing a common approach to bullying and explore other areas of joint strategic collaboration in the Children's Plans through each of the Children's Trusts - June 2010

5.3 Young People Not in Education, Employment or Training (NEETs)

What is not working now?

We are going to reduce the number of young people aged 16-18 years who are NEET to zero. We have clear annual targets and we will introduce a Guarantee of Learning for all our 16-18 year olds. We will also introduce managed moves for all 16-18 year olds in learning, who are at risk of dropping out. That is any young person who is at risk of dropping out will receive rapid help to overcome the barriers causing the threat of drop-out and, where the individual is on the wrong course, they will be helped to move to a more appropriate one, without becoming NEET. In short, we will have a zero tolerance on dropping out.

Our Guarantee of Learning will ensure we have the right learning opportunities in place for all our young people, especially those who have not had a successful learning experience to date.

This will require strong leadership from all Children's Trusts and 14-19 Partnerships in the sub-region which in principle, we have already secured.

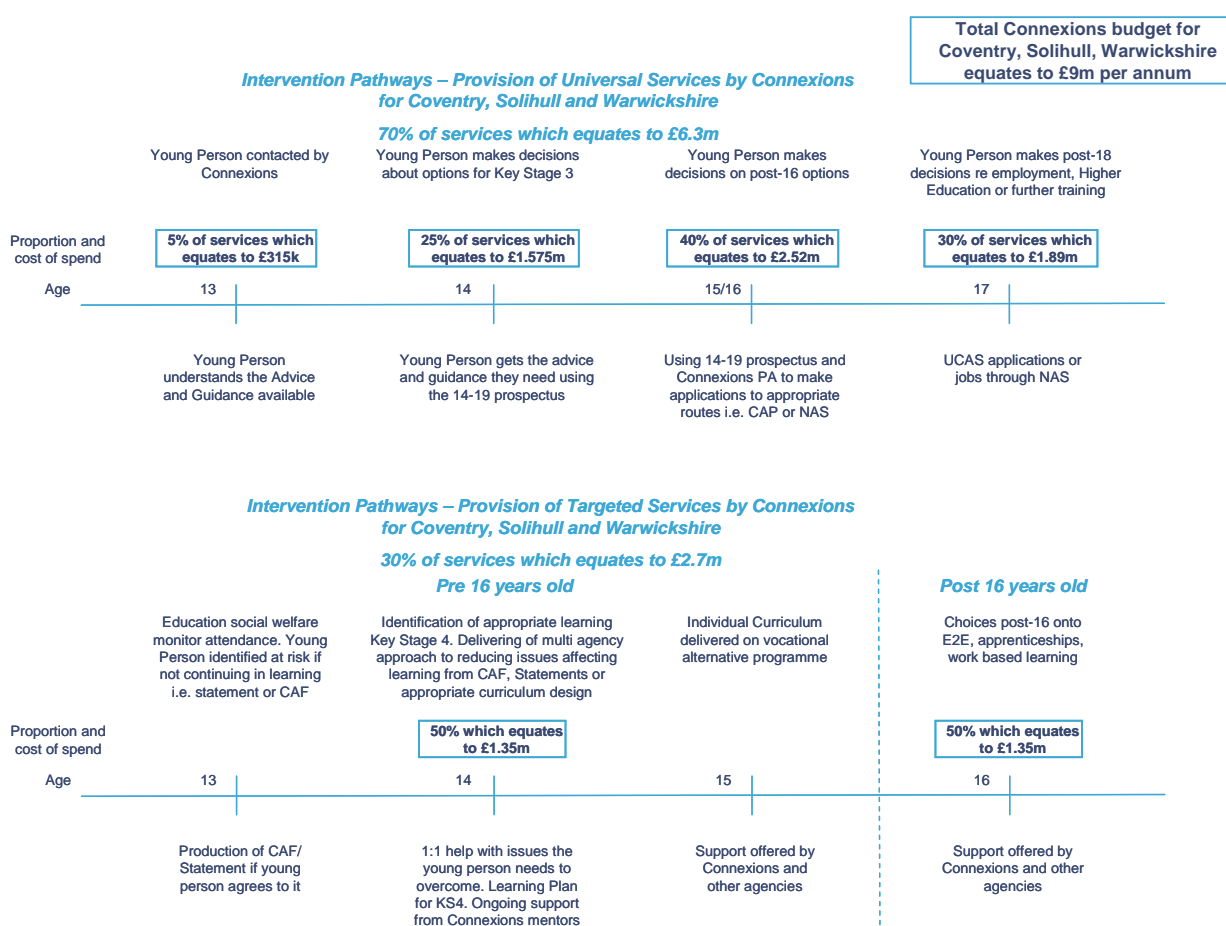
It is National Policy for every young person to be engaged in learning up to age 18 years by 2015. This will mean there will be no young people in the NEET category aged 16-18 years. Currently, we still have too many young people, under the age of 18, who are NEET.

What looks expensive in comparison to other areas?

The cost of providing services related to NEETs has been estimated using data from the Councils, Youth Services and Connexions for the sub-region.

This information includes service costs that are a proportion of wider budgets for services with an involvement in supporting NEETs, staff time calculated on proportion of annual salary and government grant funding. The information has been calculated based on current 2009-10 budget figures, but is not consistent in terms of how agencies record costs.

The diagram below has been developed in discussion with Connexions for the sub-region and shows the types of intervention at each age range for young people and the proportional cost of those interventions to the public sector based on a total Connexions budget of **£9m** for the sub-region of Coventry, Solihull and Warwickshire. The analysis is based on recent caseload and latest budget information for the respective organisations.



In addition Jobcentre Plus also provides support to individuals that are NEET. The strategy and approach relates to the Young Persons Guarantee. There are two main forms of support provided by Jobcentre Plus:

- Specialist advisors responsible for referrals of 16-17 year olds who liaise with Connexions and process payments

- Dedicated caseworkers for 18-24 year olds who provide more tailored support as part of the Young Persons Guarantee

Jobcentre Plus has undertaken an initial analysis and anonymised version of Connexions data in two areas of Warwickshire and it has initially shown that some NEETs cases were known, and in some instances being supported, by both organisations. There were also Connexions cases not known to Jobcentre Plus and vice versa, and it was likely there are NEETs who had never made a claim for benefits. Each Jobcentre Plus office in the Coventry and Warwickshire area has a combination of specialist advisors and dedicated caseworkers.

Our initial analysis to compare the Connexions NEETs list with that of claims by 18 year olds to Jobcentre Plus for one area office in Coventry and two offices in Warwickshire has revealed that of **465** cases on Connexions list **40** were not registered with Jobcentre Plus. In comparison JCP had **341** cases registered that were not on Connexions list. There were **21** cases identified to be inactive. This indicates duplication of activity between Connexions and Jobcentre Plus which could be as a result of current information and data sharing constraints between organisations and the limits placed on Jobcentre Plus. We note the recent DWP guide: Data sharing to tackle worklessness, February 2010 and the application process to DWP to share unpublished data that they possess on the Jobcentre Plus' Labour Market System.⁹

In the absence of data to cost the inefficient use of staff time as a result of limited information sharing arrangements we have assumed that the total cost to support NEETs in the sub-region is underestimated. It is also assumed there is a voluntary sector cost in providing support to individuals that are NEET.

The cost for public services to provide support to NEETs across Coventry, Solihull and Warwickshire is known to be at least **£14.8m** per annum but estimated to be up to **£19m**. The funding we have identified excludes the funding i.e. the cost of the actual learning that the young people undertake.

We have undertaken analysis to highlight the cost of failure and to the taxpayer if we do not meet the proposed reduction in our targets. Our approach has been to cost different scenarios using the baseline figure for the total no: of NEETs of **1,989** across Coventry, Solihull and Warwickshire as at Apr-Jun 2009.

We have identified the main activities that Young People will become involved in as a result of not being in Education, Employment or Training. The main activities were:

- Out of work costs for an individual in receipt of income support, health costs and unpaid national insurance and tax.¹⁰
- Local housing allowance for any other adult aged 16 or over.¹¹
- Weekly cost for available childcare element.¹²
- Average cost per looked-after child per week across all placements.¹³

⁹ 2010, DWP guide: Data sharing to tackle worklessness

¹⁰ 2008, Off the Streets and into Work, The Right Deal for Homeless People

¹¹ 2010, Local Housing Allowance (LHA) Rent Levels, Coventry City Council

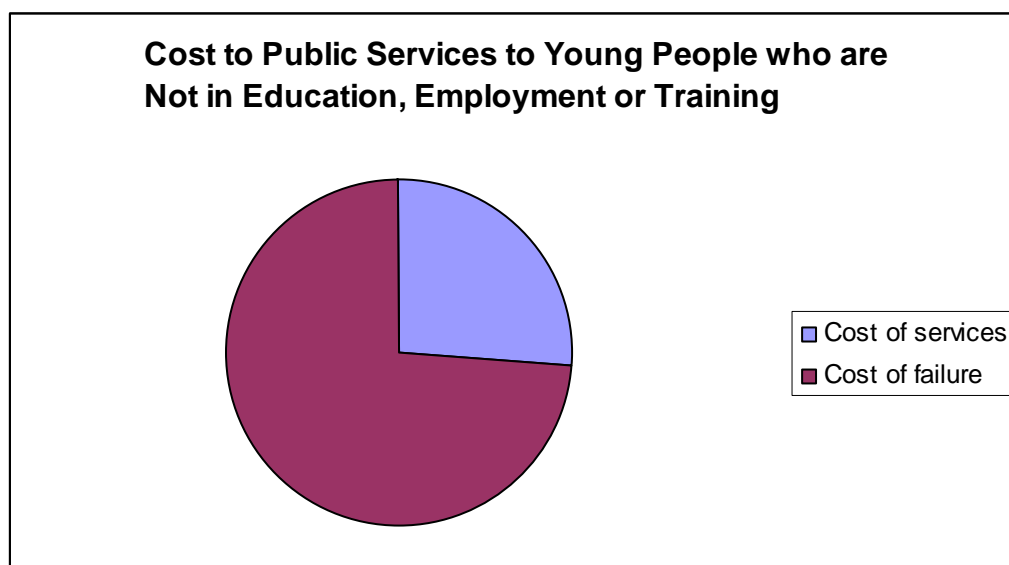
¹² 2009, Help with the costs of childcare, Information for parents and childcare providers, HM Revenue & Customs

¹³ 2009, Looked-after Children, Third Report of Session 2008–09, House of Commons

- The estimated average criminal justice system costs of crimes against individuals and households by crime type and by criminal justice system cost category.¹⁴
- The estimated annual cost of imprisonment per prisoner.¹⁵

We have then assumed different scenarios and the associated costs based on the proportion of the current total of 1,989 NEETs involved in differing levels of the identified activities. These scenarios and range for the cost of failure to meet and achieve our targets to reduce the percentage of 16-18 year olds who are NEET initially in 2010-11 and eventually to zero by 2015 are detailed in the charts below.

It is estimated that the cost to public services in Coventry, Solihull and Warwickshire of not achieving these targets could range from **£41.9m** to **£47.2m**.



It is estimated that the total cost of Young People not in Education, Employment or Training on the public sector in the sub-region of Coventry, Solihull and Warwickshire ranges from **£56.7m** to **£66.2m**.

What interventions do we know work? What are our outcomes?

The main public sector bodies involved in providing support are schools and colleges, Local Authorities, Connexions and Jobcentre Plus. A reduction in the proportion of 16-18 year olds who are NEET in sub-regional areas and compliance with National Policy for every young person to be engaged in learning up to age 18 years by 2015 would result in a significant saving in public sector expenditure.

What we need central government to do?

We recognise that flexibility is going to be a key aspect in delivering better services to our local residents and therefore ask central government to:

- Sharing and better use of client information relating to 18 year olds who are registered both

with Connexions and Jobcentre Plus to reduce duplication of caseloads and assessments

- The ability to purchase individual packages of personalised learning from providers for targeted young people who are at serious risk of disengaging from learning. These packages may not initially deliver nationally recognised qualifications
- The opportunity to use European Funding with targeted individuals for personalised learning in a flexible way e.g. for young parents who are NEET to be able to continue learning funded by ESF after their 18th birthday

These flexible packages and solutions will enable us to provide the learning that young people will want to do and hence enjoy and achieve. They will also present real potential financial savings by removing duplication.

They will also enable us to make savings by not pushing clients once they become 18, through the same assessment and support processes they received pre-18 years of age. The outcomes are powerful:

- An improved support service to the client
- Greater and more appropriate learning opportunities
- Huge cost savings to the nation and communities relating to reduced crime, social deprivation and better health

Initially these achievements, increased efficiencies and cash savings (particularly for recurring duplication of work with Jobcentre Plus) are very replicable. If it can be done in an urban and rural sub-region like ours then it can be done anywhere.

Key milestones to implement the project

Set out below are the key milestones and proposed timeline to reduce the number of young people aged 16–18 years who are NEET. This timetable of activity has been developed to align with our understanding of the central government schedule for Total Place. The key activities we plan to undertake are to:

- Communicate the new Learning Guarantee to all Partners in the three Children's Trusts, Local Authority Economic Development Services and 14-19 Partnerships - September 2010
- Use the national Total Place structures to lobby the DCSF to ensure there is greater flexibility around policy relating to funding of 14-19 learning, including ESF funding - September 2010
- Communicate the proposition of a Learning Guarantee to all Secondary Head teachers and leaders in FE Colleges and Training Providers to secure their commitment to secure their commitment to the CSWP Learning Guarantee - September 2010
- Identify those at risk of becoming NEET for each cohort from Year 7 upwards. This is expected to be no more than 4% of the cohort - December 2010
- Ensure every young person at risk of being NEET from Year 7 upwards has a named Adviser/Mentor who will support them and their parents - December 2010
- Commission new and different learning opportunities to meet the needs of the Year 11 group at risk of becoming NEET - December 2010
- Protocols and contractual requirements that all young people in post-16 learning will be tracked and supported to ensure they do not drop out of learning - December 2010

- Ensure every young person at the end of Year 11, who is at risk of NEET, has an individual Progression Plan which details their learning route and career aims - March 2011
- Ensure that every Year 11 young person at risk of becoming NEET, has a start date for their learning with a Learning Provider at the end of Year 11 - April 2011
- Ensure the Government's September Guarantee of a place in learning is delivered to all Year 11's at risk of becoming NEET - September 2011

5.4 Improvement Support Re-design

What is not working now?

The public sector partners in each of our three Children's Trusts fund locally determined improvement services, usually separately, to support and challenge front line services to deliver the national Every Child Matters (ECM) programme objectives as well as local priority outcomes set out in each of our Children and Young People Plans. Each Council for example funds its own school improvement service.

There are a wide range of nationally and regionally determined bodies that have a mandate from Government, usually through the DCSF, to work in partnership with the Government Office's Directorate for Children and Learners network, and directly with Children's Trusts or an individual agency within a Children's Trust, to focus on particular aspects of the Every Child Matters improvement and transformation agenda. We have begun to map these national and regional bodies and resources alongside locally determined spend, but it is clear that the range of bodies, programmes and activities at each level is leading to multiple uncoordinated interventions. The distinction between the national roles of assessment, regulation and performance management as distinct from locally led improvement support has become blurred as these multiple systems have developed over time.

The national inspection and regulation functions need to be better integrated. The principles of joining up the inspection regimes and focussing on outcomes for local people as set out in the new Comprehensive Area Assessment (CAA) are right but there is further work to do. Writing CAA reports to reflect local rather than national priorities was helpful, although the production of a public facing summary resulted in a report which did not highlight anything that partners were not already aware of. A more detailed improvement report that draws on national insight that has obtained through CAA and applies good practice from high performing areas to progress initiatives where local improvements are required would be valued by local partners. The use of publicly available information by the CAA inspectors has the potential to reduce the burdens on local partners but the experience of the first year was that this still needed considerable local consistency checking, correction and interpretation which was time consuming. Information sharing between the inspectorates did not go as smoothly as planned and late changes to timings, inconsistency in language and timetables e.g. different final publication dates shortened deadlines which put more pressure on local partners.

The National Indicator set is still new and bedding in but there are simple issues that could be overcome to improve data quality and performance information. In particular, closer involvement of local government in designing, testing and implementing the indicators at the outset and in any future developments would help avoid some of the problems being experienced locally and reduce burdens. These include simple actions like ensuring that up to date guidance on the indicators is clearly available in one place and providing any updated guidance well in advance e.g. revisions to the efficiency indicator NI179 were provided just a couple of weeks before the submission of data was due.

Specific examples of National Indicators that have not been fully thought through regarding data collection and how the outcome will inform local decisions are:

- NI8 Participation in sport and active recreation
- NI13 Migrants' English language skills and knowledge

Information relating to NI8 is collected via the Active People Survey, DCMS undertake the Taking Part Survey at a national level which does not provide local results. There is confusion between the indicator and the information from the Active People Survey that relates to KP1 Sport Participation. There is no information to compare NI8 against the national position; this can only be compared against KP1.

It is widely accepted that NI13 does not measure what it sets out to measure and has a significant number of data collection problems. Delays in its introduction and three different dates for entry to collect information against NI13, all add to the burdens for local partners.

The improvement landscape in children's services specifically will be a focus and we are setting about redesigning this fragmented and complex improvement landscape by:

- Re-establishing clear national and local responsibilities by redrawing a distinction between the national role of inspection and regulation and the local remit, through Children's Trusts', to co-ordinate and deliver strategic improvement
- Challenging the current practice of each local agency maintaining its own bespoke service and testing the creation of a new resilient sub-regional model of service improvement
- Challenging the regional and national improvement bodies to move from a predominantly off the shelf model to a predominantly bespoke model that can be tailored to local circumstances
- Shifting from a rigid contract-based approach to a flexible commissioning-based model of support and challenge that is fully responsive to the priorities, strengths and weaknesses of each local area, and can flex resources as circumstances change
- Reflecting the need to shift from the mainly reactive, post-failure intervention approach to a more proactive improvement dialogue which seeks to get ahead of the curve and anticipate improvement needs

The challenges we are facing include:

- Overcoming historic custom and practice at local, regional and national level to enable a fundamental re-design of the whole system and bring together resources in a more streamlined, strategic and cost effective way
- Unpicking or re-designing national contracts to create local flexibility to commission bespoke packages
- Creating the confidence required to create a proactive model of needs identification and move from a failure-based to a strategic improvement approach
- Shaping a new dialogue with the Centre about devolution and integration of improvement resources into a new resilient sub-regional model, taking further steps to integrate inspection and regulation and aligning all lead relationships into a single sub-regional account management approach

What looks expensive in comparison to known benchmarks?

We have begun to understand through work with Government Office West Midlands (GOWM) the overall burdens of inspection and regulation. For Children's Services, over and above the

Every Child Matters Framework, there are many inspection and regulation functions which could be better co-ordinated and which tend to measure activity or track processes rather than outcome. Responsibility for children's health for example, sits across Ofsted and the Care Quality Commission. We would argue for the Every Child Matters framework to be used as a starting point for the bringing together of other inspectorate functions, reducing the number of targets and being much more focused on a set of key outcome measures. These outcomes should be a set of sentinel measures that will illustrate the wider performance of the system.

We know that the moves to sharing a single Audit Commission CAA lead and Government Office CSA lead have been welcomed in the sub-region, and although not quantifiable, we would argue that this is delivering a clearer picture of performance through one process as well as much better use of time. There are early signs of further improvement in the process with the Audit Commission obtaining data from existing information. The PCT system where the CAA is superimposed on the parallel systems of World Class Commissioning Assurance, Local Delivery Plans/Vital Signs and the Care Quality Commission process is not as well integrated and requires significant revision. The parallel local and national systems must be able to be streamlined and applied more strategically as well as cost effectively.

There are a number of statutory and non statutory strategic needs assessments to demonstrate that the council and its partners understand the needs of local people and a number of statutory surveys such as the Place Survey, which requires data collection for National Indicator priorities to measure progress in the interim year. There is a lot of duplication with assessments as they are often much broader than the topic that they were intended to cover. The timetabling of the requirements to produce and review these assessments, sometimes with similar, but not identical data, makes it difficult for us to make links, and does not always fit with the planning cycles of the strategies and decisions that they are designed to inform. Delays in the availability of some final national performance data and comparisons has made it difficult to use the data at a local level for timely decision making and the lack of flexibility in the survey also means that further work is required to ascertain the views of local people on a range of other issues.

Better communication centrally about the purpose, timings and information required for strategic needs assessments and discussion with the government about whether they are actually needed in some cases (if the information is already being collected elsewhere) would be welcome. We would design much of the work undertaken for the strategic needs assessments very differently if there was not a statutory requirement on us to collect this information. One annual assessment, which brings in the different components of existing assessments, would be a better use of resources. There is also a cost to local partners to gathering nationally required information, for example consultants were employed to undertake the Place Survey in Coventry at the cost of £14,600.

What interventions do we know work? What are our outcomes?

We feel that through this workstream there is potential to explore:

- Creating a flexible, integrated and responsive improvement system that pre-empts failure by being targeted and bespoke
- Building resilience into key support and improvement functions through the sub-regional economy of scale-broadening and deepening the skill base at less cost
- Aligning and integrating support and challenge functions across the delivery system essentially testing out the creation of a sub-regional improvement service that is jointly owned by local organisations while re-establishing a distinct focus on national assessment, regulation and performance management
- A sub-regional approach to account management for inspection and regulation

What we can do locally?

We have considered which of the issues identified here are local and therefore entirely in our control. We will commit to:

- Explore how school improvement teams may work together across the sub region and explore the options for change.

What we can do with local leadership?

We also appreciate that we need to engage and work more closely with our public sector colleagues to develop a common understanding of the problem and develop a joint solution. We will:

- Work much more collaboratively on self-assessment and peer review, capitalising on strong work completed by Solihull on 'Getting Ahead of the Curve'.

What we need central government to do?

We recognise that flexibility is going to be a key aspect in delivering better services to our local residents and therefore ask central government to:

- Indicate if there is the appetite to move from the historic free standing model of service improvement configuration and delivery, to much more integrated, responsive and predictive approaches that are commissioned through simple partnerships within and between local children's trusts, and with the Government Office.
- Support us in exploring a new, more joined up relationship with the regulators for children's services - for example discussions have been held by Ofsted to explore the potential of a shared lead inspector for the sub-region. Through our child health workstream we would also like to test the potential for rationalising and maximising inspection and regulation, working with Ofsted and the Care Quality Commission in assessing the delivery of Children's Centres.

With the learning from the above we hope to establish a prototype that integrates and simplifies Comprehensive Area Assessment, Local Area Agreements, NHS World Class Commissioning and Local Delivery Plan twin processes, the Care Quality Commission and Ofsted Children's Inspection systems.

5.5 Delivering Efficiencies through Lean Working: Shared Services

What is not working now?

Recruiting good high quality teachers and developing and managing the sub-regional labour talent pool will have a significant impact on raising standards and tackling inequalities. Fundamentally getting the best teachers is the best way to drive up standards. For Local Authorities this process can seem like an administrative function - but for schools, parents and children it is a critical part of the service. Helping schools recruit more effectively saves them time and effort and helps make sure they can maximise the number and quality of applicants. Streamlining the process ensures that children are kept safe through safeguarding checks and procedures. Thinking of the labour market as a sub-regional talent pool and actively managing it opens up a whole new range of opportunities for further developing the workforce.

Our aim is to improve the recruitment process for school-based staff by engaging staff in redesigning and streamlining the work across schools and the local authorities. As an enabler to achieving change and establishing expertise in lean methodologies across the sub-region, we are starting with Solihull in the first instance, with Coventry and Warwickshire as learning partners. We hope to deliver an exemplar in Solihull and continue rolling the work out across the sub region in this way. There is an opportunity to integrate the Schools Recruitment Service

(SRS) Talent Pool Database into the current recruitment process as well as exploring the opportunity for a wider sub-regional shared human resources (HR) service. There are broader opportunities for schools to embrace shared services if we can create confidence through this approach

Communication between schools and the council is set up but ineffective, largely due to lack of understanding of what is needed by both parties. The process does work, but not very effectively as schools follow their own processes. Schools no longer have a relationship with human resources teams at the council due to the new centralised way of working, so that no one person at the council takes ownership of the process. One-to-one relationships are preferred from the schools' point of view, so that someone understands the needs and issues in relation to that school. The centralisation of education HR results in schools feeling that they have lost the personal one-to-one relationship. The process is therefore slow, with duplication and considerable down-time. There are wasted resources in terms of advertising, hiring of supply teachers and time that could be freed up for school bursars and secretaries to use more effectively.

What looks expensive in comparison to known benchmarks?

Delays between a vacancy being declared and filled vary by some 300% and at least 10 duplication stages in the process have been found. There are over 30 delay points and 60 disconnected process issues that are being worked on. We have found that advertising costs are not standardised with significant excess cost in respect of unsuccessful recruitment and the quality and cost of supply teachers also varies. Individual case studies show how bursars and school secretaries could use their time differently to the benefit of the school. We also know that if this process works, schools would benefit from a more joined up approach to other support services such as grounds maintenance, catering and energy procurement. The continued ring-fencing of the Dedicated Schools Grant does not necessarily support collaboration and economies of scale between school clusters.

What interventions do we know work? What are our outcomes?

We know that engaging staff in the redesign of a service that frustrates them, using a structured methodology such as Lean, creates motivation and commitment to change, as well as objectively exposing the value-draining aspects of the process. Evidence from the world of engineering and, increasingly the NHS tells us that standard operating procedures that have been co-designed lead to greater efficiency and fewer errors.

What can we do locally?

We have considered which of the issues identified here are local and therefore entirely in our control. We will commit to:

- Complete the exemplar review in Solihull and establish the approach as proof of concept by engaging Coventry and Warwickshire as learning partners
- Maintain and build on the relationships created through both the Total Place pilot and SRS Implementation group, sharing the lessons learnt from using Lean to improve the recruitment process in both schools and Local Authorities.

What can we do locally with local leadership?

We also appreciate that we need to engage and work more closely with our public sector colleagues to develop a common understanding of the problem and develop a joint solution. We will:

- Roll out across the whole sub-region and create a common service for schools
- Take seriously the opportunity for wider shared services and shared learning opportunities

- Encourage schools to pool resources and seek greater value for money in all aspects of shared capacity
- Agree a common set of redesign methodologies for the sub-region and ensure that we achieve momentum in training and developing people to use them as a standard part of their leadership role

What we need central government to do?

We recognise that flexibility is going to be a key aspect in delivering better services to our local residents and therefore ask central government to:

- End the ring-fencing of the DSG
- Review CRB checking, passport validation of identity and sensitive personal criteria to make it slicker and smoother
- Review the duplication between recruitment related data bases and connectivity between central and local systems

6. Mainstreaming

We are committed to mainstream the Total Place approach in our sub-region. This will happen across a number of dimensions:

- Continuing our programme of public sector summits to test and build political ownership and wider public sector buy-in.
- Establishing light but accountable partnership arrangements across the sub-region
- Using the learning from Total Place pilot to develop a more formal common, overarching collaborative strategy for the sub-region that will:
 - Embed the work on children's services through a common CSW value added strategy owned by the three Children's Trusts
 - Roll out a second wave of projects that engage the NHS even more deeply; e.g. Looked After Children, out of area complex placements, common safeguarding development, Youth offending, CAMHS, maternity and paediatric configuration
 - Review the learning from our children's services pilot to consider the best priority areas to be taken forward for adult and older people's services
 - Refreshing and updating our shared services strategy
 - Creating a formal plan for common development and support services e.g. improvement services, academy and observatory
- Developing an economic and financial model that projects savings and how they are applied between the three areas of double running for new services; savings to each organisation's bottom line; savings returned to the centre.
- Making the concordat real in the first instance for children's services across Government upwards as well as locally with schools, GPs and other front-line commissioners
- Developing an engaging narrative with local people about what better for less means for them in terms of what services they can expect, where more self support is likely to be needed and what share of savings they can expect to see in their pockets.

7. Conclusion

Total Place has worked as a catalyst, enabling us to make a step-change in our sub-regional partnership and set out a clear journey that is already redefining how we work with each other and Central Government to deliver better services for less money. The concordat needs to be tested and implemented for children's services quickly. Its cultural focus on getting relationships right, both amongst ourselves and with Central Government is underpinned by practical proposals to allocate resources sub-regionally, net of public sector debt, with better pooling of risks and resources and greater flexibility as part of economic transition.

The support and challenge approach, which brings together the traditionally separate attention on counting and culture has definitely created a positive sense of urgency. Although the next six months will be crucial, we already have the clear shape for sub regional children's strategy and collaboration between the Children's Trusts. This will not only strengthen our strategic development and improvement capacity, but also bring together infrastructure, shared services and management of commissioning risk to reduce cost. We are clear how the inspection, regulation and performance regime can be radically streamlined with devolved, more cost effective deployment of improvement resources.

We are beginning to build wider awareness across Coventry Solihull and Warwickshire and drawing in wider public sector partners. We are also well on the way with a wider strategic collaboration beyond children's services which has to accelerate our programme of shared services and will inform the ongoing development of our Observatory and Academy.

As we have forged new relationships in the sub-region, we are ready to do so with central government. We are prepared to be radical and accelerate the change of improvement and respond with speed to the environmental changes faced by public services. The scale of the challenge that lies ahead and the opportunities to radically reshape the public sector are enormous, and exciting.