

Aligned local public services

If the public is to continue to receive essential local services in the current fiscal climate, locally based bodies need to work smarter – and together.

Introduction

1. Do you know how much is spent in your local area? Do you know what it is spent on? Do you know who spends it? And do you know what that spending achieves?
2. And who are 'you'? 'You' are anyone involved in delivering public services in any way at all. You might be an elected member; you might be part of the leadership group; you might have daily contact with service users; you might be in finance or HR; you might be working in any one of a number of different types of public bodies; you might be in the private or third sector. But, because you have chosen to work for and with the public in whatever capacity, delivering essential services to them, it is you to whom this paper is addressed.
3. This paper sets out the context within which delivering aligned local public services is necessary. It discusses challenges and uses case studies to illustrate how some local areas have overcome at least some of those challenges to deliver aligned services that result in pre-agreed outcomes for local people, places and communities. Although outcomes will be expressed in terms of the delivery of aligned local public services, this document is written more in terms of aligning delivery mechanisms since the latter will drive the former. [Other CIPFA publications and tools will be developed to help you transform the delivery of public services in your locality¹.]

The policy context

4. The sovereign debt crisis has led to significant challenges for economic performance and business development, and undermined global economic growth². As a result, many governments around the world have instituted 'austerity' measures, aiming to get their books to balance and trying to reduce their fiscal deficits. Their challenge is to deliver public services effectively, efficiently and economically in a time of fiscal constraint. Service providers need to be innovative in the ways in which they deliver local public services and other interventions, including working in partnership with others.
5. In the UK, the Office for Budget Responsibility's Economic and Fiscal Outlook³ forecast that the government's fiscal consolidation measures imply "large and sustained falls in government consumption of goods and services as a share of GDP, which is projected to reach its lowest level since comparable records began in 1948". General government consumption is forecast to fall as a percentage of GDP from 2015 until 2018 (the end of the five year projection period).

¹ These have not been developed at the time of this initial consultation.

² Public Financial Management: taking responsibility, CIPFA, November 2013

³ Economic and Fiscal Outlook, Office for Budget Responsibility, Cm 8820, March 2014

6. Each part of the United Kingdom thus faces the same essential dilemma. Different countries have tackled the issue in a slightly different way.
 - In England, the government is committed to working with local areas to redesign public services to deliver better outcomes and better value for money for the public. The Department for Communities and Local Government (DCLG) set out in October 2011 a new programme – Whole Place Community Budgets – where the key focus is on outcomes and selecting interventions that best deliver those outcomes, rather than being limited by existing organisational responsibilities.
 - The drivers for change in Scotland were the 2011 ‘Christie’ Commission report on the future delivery of public services and the 2012 Statement of Ambition for Community Planning issued by the Scottish Government and the Convention of Scottish Local Authorities. Both documents have common themes of Place, Partnership, Prevention and Performance, clearly linked to the Scottish Government’s Public Service Reform agenda.
 - In Wales, the Welsh Government has had a clear commitment to encouraging local services to collaborate to improve outcomes. Local Service Boards were established from 2007. These bring together the main public service providers and third sector partners in a local area. The Williams Commission on Public Service Governance and Delivery has provided a new impetus to strengthen collaboration. Local collaboration is also a key plank of sustainable development, with the Well-Being of Future Generations Bill putting local Public Service Boards on a statutory footing and the setting of high level outcomes for an area at the heart of its vision for a sustainable Wales.
 - Local public services in Northern Ireland have long been delivered by a partnership of central government and voluntary and community organisations, although the practice has been less successful than the theory⁴. In August 2013, the government of Northern Ireland demonstrated its commitment to change by establishing a Public Sector Reform Division within the Department of Finance and Personnel. The Division is tasked with developing and implementing innovative solutions that generate more efficient and effective outcomes in Northern Ireland executive departments, arm’s length bodies and the local authorities.
7. So, while the message that changes are required might be delivered in different ways, the resulting actions are all very much focused on local communities and their needs – and that means local bodies working together, with a shared vision and shared aspirations for the local area.

The challenges

8. CIPFA recognises that changing the way in which local bodies deliver local public services is challenging. Health and Wellbeing Boards (set up under the Health and Social Care Act 2012) are one example of how the government sees public service delivery being aligned, but the challenge is not in responding to legislation but in taking the initiative and identifying what services should be delivered collaboratively. This section looks at some of the challenges and, using case studies based on the experiences of some of the local bodies who

⁴ Managing to deliver: Public service delivery in Northern Ireland, Northern Ireland Council for Voluntary Action, April 2010

have aligned local service delivery (see Appendix A), gives some pointers as to how they might be overcome. The Public Service Transformation Network's March 2014 publication 'Public Service Transformation: Introductory guide to evaluation' has links to a wide range of existing evaluation resources and guidance that will also help local authorities and partners.

Getting it all started

9. The tough one. The biggest challenge to achieving aligned local public service delivery is getting it started in the first place – particularly changing the culture and turning talk into action. Traditional organisational boundaries have to be crossed and trust needs to be built between local and national bodies and between public, private and third sectors. Success in addressing the challenges will depend to a great extent on the leadership and operational maturity in the various public service delivery bodies. CIPFA believes that it is in local authorities' best interests for them to be the driving force behind the change – a local authority will generally have a broader view of the issues affecting local communities and will usually be in a better position to identify potential partners, bring them together and then develop shared aspirations and desired outcomes in response to those issues. But, in doing so, the local authority will need to take account of the aims and objectives and associated sensitivities of potential partners.
10. The remainder of this section on the challenges follows the same structure as set out for the principles and effective arrangements for good governance in the public sector in the CIPFA/IFAC international framework.⁵

The principles

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

11. The first of the international framework's overarching principles notes that public sector entities are accountable for how much they spend; for how they use the resources under their stewardship; and for outputs and outcomes.

Governance

12. Local public services are funded by resources from taxpayers, donors, lenders, and other suppliers and by fees and charges. Local bodies are primarily accountable for their management and use of resources to those providing the resources and those depending on the resulting services – and the two groups will often overlap.
13. Most governance codes focus on delivering good governance practices at an organisational level, but the fundamentals of good governance remain the same for both an individual entity and its partners in delivering local public services. However, while the fundamentals might remain constant, precise governance arrangements can be hard-wired into rigid structures and processes. These will need to be challenged if there is to be innovation in the delivery of local public services.
14. CIPFA and the International Federation of Accountants have published⁶ an International Framework for Good Governance in the Public Sector, which aims to be relevant not only to the individual entity, but also for the whole delivery system. It is consistent with the

⁵ International Framework: Good Governance in the Public Sector, CIPFA and IFAC, July 2014

⁶ Good Governance in the Public Sector, International Good Practice Guidance, CIPFA and IFAC, July 2014

philosophy described in CIPFA's Whole System Approach to Public Financial Management, which outlines how the key constituent elements of public financial management contribute to the integrity of a whole system.

15. Local public bodies may find the International Framework useful when considering the governance arrangements of local public service delivery models. Although the Framework has been written in the context of public sector bodies, the principles can apply equally to private and third sector partners in delivery.
16. The voice of the community is an important facet of governance in relation to local public services. We have already noted how the local community:
 - might be involved at the early stages of assessing needs and priorities;
 - are told about decisions; and
 - can see reports about outputs and progress towards outcomes.
17. Local authorities and their partners should also consider how the local community might become involved in the governance of local public service delivery, in much the same way as they can be involved in the governance of Health and Wellbeing Boards.

Accountability

18. All public services are familiar with the concept of accountability for delivery of objectives within constrained financial resources. In individual entities or organisations, it is easy to identify those who are accountable (both for financial matters and for delivery) at various layers within the entity or organisation. Accountability in a collaborative world is more complex: traditional thinking on governance and accountability needs to be challenged and well-established concepts need to evolve to cope with new ways of delivering public services. As the partners need to decide who is responsible for commissioning and delivering each part of the service, it is reasonable to expect that partner to be held accountable for that aspect of service delivery. Overall, however, it seems appropriate for there to be collective accountability to the local community for the delivery of particular local services.
19. The type of delivery vehicle selected may impact on the way in which accountability is demonstrated. In its broadest sense, each local body is accountable for delivery directly to its local electors or nationally through central government participation in local public delivery. In a narrower sense, entities and organisations are accountable financially to tax payers (both local and nationally) for the resources they consume. These latter financial accountabilities are enshrined in statute and, over decades, mechanisms for demonstrating individual entity or organisational accountability have been put in place.
20. Accountability for partnerships has to be demonstrated. Appropriate governance structures need to be put in place at the outset so that it is clear where accountabilities lie and where the reporting lines are for approvals and decisions. For example, in a situation where the partnership takes the form of a lead entity delivering a service, using its own policies and procedures, and being paid for doing so by its partners, the lead entity will be accountable for delivery and for the totality of the expenditure, while partner entities will be accountable for their payments to the lead entity (and, therefore, for ensuring value for money of those payments).
21. In other delivery models, entities will continue to be accountable for the funds they provide. Entities may not be directly accountable for immediate delivery, because they have

established a separate organisation to deliver the services or other interventions and it is this organisation that is directly accountable. However, the individual entities remain accountable to their electorates (or funders) for delivering outcomes that have a direct impact on the communities they serve.

22. CIPFA suggests that one way of achieving accountability in the collaborative world is to establish a management committee or board, representing all partners, that has the authority to set the strategic vision for a particular service or intervention, to deliver the required outcomes and to be held accountable for delivery. The committee would be accountable to the funding providers as well as more generally to the users of the service. The responsibilities of the management committee are set out in paragraph 30.

Ensuring openness and comprehensive stakeholder engagement

23. The second overarching principle notes that public sector entities are run for the public good. They should be open in their actions and have clear, trusted channels of communication. Consultation should be used to engage effectively with all groups of stakeholders.

Defining 'local'

24. Delivery of local public services is complex and not always solely a local matter. Services to local areas are delivered by a range of central and local government bodies; charitable organisations and the private sector might also be involved. In principle, CIPFA believes that all services to the public – whichever type of organisation delivers them – are local public services. Thus, as in the financial data mapping example below, interventions by the Department for Work and Pensions and the NHS are considered to be part of the local delivery landscape.
25. However, 'local' can also be interpreted in other, different ways. Entities might want to report on local public service delivery, for example, by geographic area including splits between urban and rural areas; by type of service (health, housing, emergency services, etc.); by type of service within geographic areas. How local public delivery should be reported is a matter for consultation between partners and communities or other stakeholders so that reporting meets a community's needs.
26. Whatever it is, it is important that the definition is determined locally and not prescribed by central government. The definition should also be agreed right at the outset of the collaborative process in relation to the scope of a particular local public service or other intervention.
27. Examples of how some organisations have defined 'local' are included in the case studies in Appendix A.

Your local communities

28. Results (or outcomes)-based accountability emphasises the need to engage with local communities in order to gain an insight into their needs. This has to be handled sensitively in a time of fiscal constraint, when needs and priorities need to be balanced against availability of resources in the context of aims and aspirations.
29. Engaging local communities is not only about understanding local desires, however: local authorities and partners might want to develop aims and aspirations in consultation with local communities, and final decisions on aims and aspirations need to be reported to them.

And design and delivery partners may well include representatives from the local community. Transparency and openness requirements dictate that details of expenditure will be reported but, more importantly, local communities need information about how local public services are delivering the desired outcomes. Depending on the nature of the desired outcome, its achievement might be easily evidenced. In other cases, though, it will be more difficult to demonstrate. In those areas, local authorities and partners should ensure that information is presented in such a way that communities can understand it.

Effective arrangements for:

Defining outcomes, determining the interventions, and managing risks and performance

Working together

30. In seeking to spend more effectively, and thereby maximise local public delivery, the management committee or board (see paragraph 22) will work on behalf of all partners to:
- identify and map customer groups and partners' policy objectives;
 - agree a vision with and for the local community and a strategy to achieve that vision. The strategy should be evidence- and insight-based and should focus on local people rather than on the function itself;
 - design robust outcomes, expressed in terms of population outcomes. This requires a clear understanding of what is needed and, as important, what is not needed, to address a particular issue. 'Need' and 'want' are not synonymous words, and entities must ensure that the outcome will achieve sustainable results that will improve the lives of a particular beneficiary group and/or the whole community;
 - map financial data (see paragraphs 40 to 51);
 - plan based on outcomes. A strategic vision for the local area, supported by a strategic plan that is then implemented through operational plans. The best operational plans are written in terms of deliverables, not spend ;
 - design effective governance arrangements that take account of the need to share resources – people, property, money and data – recognising that one partner might need to release direct control over resources to another partner (in return for influence over the use of the totality of all partners' resources)
 - agree on which partner is responsible for what action, intervention or other activity. This may involve establishing strong rules (which might be contractual or might take the form of a particular type of delivery model) to ensure that the partnership delivers the outcomes ;
 - where necessary, re-design existing delivery processes and procedures in order to maximise the economy and efficiency of delivery, and thereby leading to effective outcomes;
 - deliver outcomes. In designing the outcomes, the partners need to ensure that the outcomes are realistically deliverable and hold Individuals to account for that delivery;
 - measure and track outputs and improvements. The world class entities will do this regularly, at least monthly but perhaps more frequently depending on the deliverable (and, in this case, perhaps the cost of the deliverable, when a small slippage or other change might have a significant budgetary impact). These entities will ensure that

delivery is on track and understand the profiling and pattern of the associated expenditure;

- include the social impact (covering, for example, social, environmental or cultural values) as well as the economic impact in measuring outcomes;
- agree at the outset how to apportion any efficiency savings between partners ;
- agree how to measure outcomes;
- assess progress in achieving the agreed outcomes. This may be less frequent than the tracking of outputs; the timing and frequency should be set in the context of the particular service or intervention; and
- report outcomes to the local area. These reports might take a variety of formats which should be suited to the intended audience: for example, using graphics such as bubble diagrams or pie charts to report expenditure might be more understandable to the general user than a set of numbers.

31. [CIPFA's publication *Outcomes and public service delivery* defines what we mean by outcomes and provides some guidance on how outcomes approaches have been used as an internal performance management tool and to support improvements in service delivery, commissioning and procurement. It also looks at the challenges in measuring outcomes, including defining indicators and using proxy values⁷]. The New Economy website has a useful unit cost database to help with assessing the costs and savings associated with different activities. (There is also a link to the database from the Public Service Transformation Network website.)

The delivery model

32. Choosing the right delivery model is important. This delivery model might take one of a number of forms, as noted below⁸.

- Public sector entities working together, either with a lead entity or through a separate organisation, which might be a Shared Service, a Joint Venture, or a company limited either by shares or by guarantee. The lead entity might provide the relevant service to all partners using its own policies and practices and be accountable for the expenditure on the service, or it might take the lead in a different way – such as being responsible for all procurement – and each entity might retain its own accountability. Where a separate organisation is established, the establishing entities will need to determine the lines of accountability.
- Public sector entities working with the private or third sectors – probably by setting up a separate company, with the same accountability issues to consider as noted above. (The challenges presented by the need for accountability are discussed later.)

33. Entities will need to consider costs and benefits associated with each type of model. Entities should refer to *Supporting public service transformation: cost benefit analysis guidance for local partnerships*, published by HM Treasury, Public Service Transformation Network and New Economy in April 2014 for some useful guidance, providing a methodology for a cost-benefit analysis model originally developed by New Economy and supported by an excel

⁷ This publication is only at outline stage at the time of this consultation. It will be the subject of a separate consultation later in 2014.

⁸ A detailed discussion of the advantages and disadvantages of each model can be found in CIPFA's publication *Sharing the Gain*.

model and a unit cost database (both available on the New Economy website). The model is designed “to simplify and to lower the cost of performing cost benefit analysis in the context of local programmes to improve public services”.

34. The case studies in Appendix A provide some examples of different types of delivery model.

People: developing the entity's capacity

Leadership

35. The will to succeed is fundamental to achieving transformation of service delivery. And that means both a political will and an organisational will. Elected members and senior leadership of a local authority need to set the tone from the outset. They need to be able to motivate others in their own authority and the leaders of potential partners, who will then need to do the same thing within their own organisations.
36. Leaders have a very important part to play in building trust. For example, they will need to be open about the aspirations of their organisations and clear about how their aims either do, or could be altered in order to, coincide with the aims and aspirations of partners. And all partners must remember that collaboration will not always be achieved without compromise – and the leadership groups will be responsible for understanding and agreeing any compromise that might be necessary in the interests of delivering local public services and for explaining those compromises to their own organisations.
37. Leaders have a very important part to play in working across boundaries. The need to deliver local public services innovatively means that no one authority or organisation can expect the boundaries of yesterday to exist tomorrow: boundaries between sectors and boundaries between organisations must be scrapped to the extent necessary for achieving aims and aspirations for local communities. The leadership groups need to ensure that this occurs.

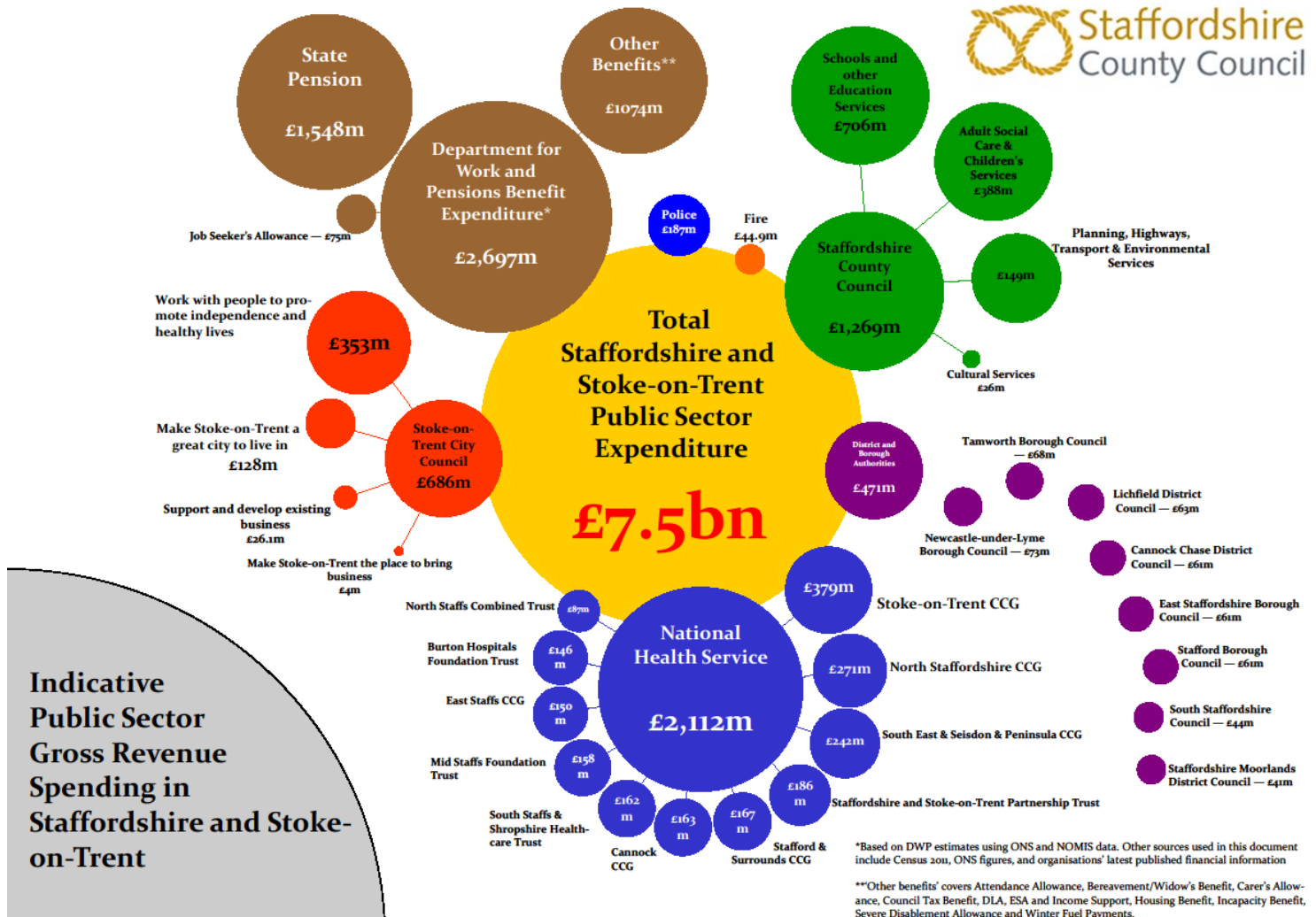
Your people

38. Change is stressful and worries people, particularly where that change can be perceived as a relinquishment of control over something that has traditionally been ‘theirs’. As noted earlier, the traditional boundaries around service delivery need to be challenged in a collaborative world, which in itself will require a change of culture. Too often, apparently successful partnerships fail when the driving force(s) behind the partnership leave(s) – because the change has not been embedded and the organisations’ cultures have not changed.
39. Local authorities and their partners will need to ensure that appropriate change management techniques are used in the transformation process. It is essential that local authorities and their partners have the right people with the right mix of skills. This requires, first, an in-depth understanding of the services that need to be delivered and, secondly, a clear view of how they are to be delivered in order that decisions can be taken on the skill mix that will be needed. HR policies should be developed that will support leaders and staff, ensuring that each has the right skill, is being used in the right place, and is being developed as an individual and in the context of service delivery. And it requires a commitment to adhere to those policies.

Implementing good practices in transparency, reporting and audit

Financial data mapping

40. Mapping local area spending is a vital part of understanding the local delivery landscape. For example, one view of local expenditure is demonstrated by Staffordshire and Stoke-on-Trent, where they estimated total public sector gross revenue expenditure in 2013 at some £7.5bn, as shown in the bubble diagram below and summarised in the table.



Service provider	£bn
Department of Work and Pensions on the state pension and other benefits (based on DWP estimates using data from the Office for National Statistics and other information)	2.7
National Health Service	2.1
Staffordshire County Council	1.3
Stoke-on-Trent City Council	0.7
District and borough councils	0.5
Police and Fire authorities	0.2

41. The Staffordshire/Stoke-on-Trent example uses one view of the public sector to arrive at the estimate of local expenditure. However, if we look at the components of Staffordshire County Council's expenditure:

Service	£bn
Schools and other education	0.7
Adult social care and children	0.4
Planning, highways, transport and environment	0.2

we can start to visualise how additional service providers might be incorporated into the mapping exercise – for example, the mapping of spending on education services could consider the appropriateness of including expenditure incurred by tertiary education establishments and/or academies in the county. And highways spending might also include the costs of any work carried out by the Highways Agency in maintaining the Staffordshire section of the M6 and A roads throughout the county.

42. We can also see how a mapping exercise might want to consider the inclusion of other delivery agents. For example, in considering the costs associated with the provision of adult social care, the mapping might consider the work of the Royal Voluntary Service or other charities that work with the elderly or vulnerable.
43. It is important not to lose sight of the underlying asset base that is used to deliver services. Ideally, a mapping exercise should cover at least the property, plant and equipment associated with the service delivery or other intervention, with the resulting information being used to assess the efficiency of the use of the asset base and, perhaps, the possibilities of rationalising the asset base across the local authority and its partners and of being able to sell surplus assets. CIPFA's publication *One Public Estate* introduces the concepts of place-based asset management, and other publications such as the RICS guidance on asset management, and the Westminster Sustainable Business Forum reports on delivering effective public estate management and putting buildings to work, are useful in looking at ways of maximising local property and service delivery.
44. The mapping exercise will also need to capture the expenditure and related assets created by capital investment programmes. These might be financed by severally or jointly by the partners or might be financed through PFI/PPP arrangements (which might make the mapping exercise more complex).
45. The danger inherent in carrying out a mapping exercise such as that shown in the example is that it can become an end in itself. Mapping must not be treated as an intellectual management accountancy exercise: the results must be used to understand what is being spent by whom and on what so that informed decisions can be taken about the potential for attracting and forming partnership in the local area. The mapping data should also be used to help identify areas where joint procurement might be effective.

Financial data quality, consistency and communicability

46. CIPFA suggests that a source of data for financial mapping might be that prepared for the purposes of Whole of Government Accounts (WGA). Where a partner is not covered by WGA, then equivalent accruals data will probably be readily available. However, if WGA (or equivalent) data are to be used as the foundation for reporting on expenditure within the

local area, local authorities and partners will need to ensure that transactions and balances are matched for elimination purposes more exactly than they have been historically.

47. For the purpose of building trust between partners, it is essential that the figures resulting from the mapping exercise are credible. The WGA returns are reviewed by the relevant external auditor and it is likely that partners' data sources not included in WGA will also have been subject to audit and so credibility should be assured.
48. For the purpose of building trust between the service users and the service deliverers, the data must be openly and transparently available.
49. All WGA returns are based on HM Treasury's chart of accounts that complies with the requirements of the United Nations Classification of the Functions of Government⁹ (COFOG), reporting against COFOG level 2. For the purposes of consistency at a slightly more granular level, authorities might consider using the lowest COFOG level (3). Of course, individual authorities will probably have more detailed classifications than COFOG level 3, but in the interests of consistency, level 3 would be a good reporting level. The COFOG approach is consistent with:
 - the World Bank's Public Financial Management Performance Management Framework (PEFA). Data produced using the guidance in the Eurostat Manual are used by the Office for National Statistics in its reports to the European Commission;
 - the IMF's Government Financial Statistics Manual (GFS). Data produced using GFS guidance are sent to the IMF and are published in the IMF's annual Government Finance Statistics Yearbook; and it is complemented by using
 - the Service Reporting Code for Local Authorities (SeRCoP), which provides the framework for the subjective analysis of local authority expenditure and Service Expenditure Analyses.¹⁰
50. Local authorities and their partners should be able, therefore, to use data that are already in the system to carry out the mapping exercise, agreeing a reporting level that is appropriate to local circumstances.
51. In addition, however, local authorities and their partners will want to measure the social impact of their strategy by calculating a social return on investment (SROI). SROI is a framework that the partners can use to help manage and understand social, economic and environmental outcomes. A case study, based on the work carried out by Trafford Community Leisure Trust, is included at Appendix A.
52. The mapping exercise will take the form of a mini-consolidation and local authorities and partners will need to consider the extent to which their IT platforms need to be able to communicate. The CIPFA publication *Sharing the Gain* provides guidance and useful hints on issues relating to IT platforms in a collaborative world.

Mapping tools

53. Without care, the mapping exercise can become overwhelming. While the results can be used to help identify partners, it is clear that a local authority has to have some initial ideas of who potential partners might be. There are tools that can help. Public Expenditure

⁹ As set out in the Eurostat Manual on sources and methods for the compilation of COFOG Statistics or equivalent guidance

¹⁰ During the next review of SeRCoP, CIPFA will make more explicit the links between the SeRCoP framework and the financial reporting framework in GFS/PEFA.

Tracking Surveys have been used as a means of identifying inefficiencies and waste in service delivery. They have been successfully used in some cases to promote reforms leading to significant improvements in resource allocation¹¹. They are, however, resource intensive; so, while simple in theory, the effort required to carry out such a survey in practice might not be cost effective and it might be better to rely on local knowledge and the experience of local authority members and officials and partner organisations that are readily identifiable. The case studies in Appendix A give some examples of how partners have been identified and how collaborative delivery of local public services has been established.

54. Once partners and the relevant data have been identified, the spending has to be mapped. CIPFA [has developed] a simple tool, available on the CIPFA website, that gives local authorities and partners an easy-to-use mini-consolidation spreadsheet¹² into which data can be imported and then used to produce reports in a variety of formats (tabular, graphical or bubble diagrams, for example).
55. Taking the results of the financial mapping exercise and the mapping of customer groups and partners' policy objectives (see paragraph 30) together, informed decisions might be taken about, for example:
 - aligning policy and service objectives where they overlap or are in conflict between different partners;
 - streamlining policy and service objectives that are common to different partners; and
 - aligning the delivery approach where partners have differing approaches to the same customer groups.

Non-financial data

56. Reporting outputs and outcomes generally means that the partners need to obtain data from systems or other information sources outside of the financial system. They will need to ensure consistency between data sources, and CIPFA suggests that all data should be audited or reviewed before publication. [CIPFA's publication on Outcomes and Public Service Delivery looks at how outcomes might be reported as part of an internal and external communication tool or as part of an integrated approach.¹³]
57. When reporting outcomes, local authorities and partners will need to gather qualitative data from service users, and there are various publications that can provide an insight into the most effective ways to collect such data. Some examples are listed in the acknowledgements at the end of this document.

Better aligned local public service delivery: monitoring progress

58. There are several methodologies and tools available to assist local authorities and partners to assess how well they are managing the move to aligning local public service delivery. In particular, the Public Service Transformation Network website contains a wealth of material including tools to help understand the transformation process, assess and evaluate transformation proposals and a cost benefit analysis tool. The website of New Economy Manchester (co-author with HM Treasury and the Public Service Transformation Network of the cost benefit analysis guide) also has information about useful toolkits to help officers

¹¹ Public Expenditure Tracking Surveys, UNICEF

¹² Not developed at the time of this initial consultation.

¹³ See footnote 7.

prepare, deliver and review projects. The toolkits include databases and models and guidance on how to use them. Much has been published about results-based accountability, too, and some sources are listed in the acknowledgements at the end of this document. They also provide models and toolkits to assist in measuring performance.

59. CIPFA's Financial Management Model is a tried, tested and trusted tool for accountants to use in assessing the maturity of financial management in their organisations. It is used widely across the entire public sector. Based on that model, CIPFA has developed a best practice guide¹⁴ to help local authorities and their partners understand where they are on a spectrum ranging from the first steps they are taking to understand the local delivery landscape through to fully aligned local public service delivery. The guide is available on the CIPFA website.

¹⁴ Aligning Local Public Services Framework

Case Studies

Suggestions for case studies:

1. Building a community budget : The Sherwood Pilot
 - To be based around the presentation at the Capita Conference on implementing community budgets (March 2013) by Nazeya Hussain, Leader of the Sherwood Neighbourhood Level Community Budget in Tunbridge Wells. Includes involving residents in designing the budget and making the case for reducing costs and improving outcomes. In particular, try to get more details of 'As Is' Case study 3 and find out what the 'To Be' would look like.
2. Greater Manchester
 - Part of the pilot for Community Budgets, so could use experience of ascertaining the local community needs.
3. Essex
 - This could be the Reducing Domestic Abuse project (one of the case studies cited on the PSTN website), but need more details than are available on the website to ensure that it illustrates aligned local public service delivery.
4. West Cheshire
 - Early Support - This business plan sets out a proposal to provide integrated early support to children and young people (from conception to 19). A new delivery model is proposed which involves joint-commissioning between the local authority and health, an extensive multi-professional team, and a shift towards interventions with a strong evidence base thus re-balancing children's services in to earlier support. (Cited on the PSTN website.)
5. Worcestershire County Council
 - Perhaps The Changing Futures Fund For Strengthening and Developing the Voluntary and Community Sector in Worcestershire. Partly based around the presentation by Suzy James, VCS Co-ordinator at Worcestershire County Council. The Changing Futures Fund is designed to strengthen and develop VCS organisations in the county to help the local authority achieve its vision of a prosperous Worcestershire. The key areas of focus are Open for Business, Children and Families, the Environment, and Health and Well-being.
6. Tri-borough (City of Westminster, Kensington and Chelsea, Hammersmith and Fulham)
 - Perhaps something on children's services? Or Adult Social Care and Health Services?
7. Dorset County Council
 - Aging Well in Dorset - The council is committed to finding new ways to improve health and social care in the county and is working with partners such as NHS Dorset and voluntary organisations to support people to stay healthy and independent for as long as possible and lead full and active lives.

8. Gloucestershire County Council
 - The Children and Young People’s Partnership Plan
 - Children's Services Improvement Programme
9. Swansea Local Service Board
 - Something on how Swansea established the Swansea Local Service Board, developing the One Swansea Plan and work to reduce the number of young people NEET
10. City of Cardiff Council
 - Education Improvement Partnership for East Cardiff - this is about raising standards in education quickly by involving a number of different specialist organisations. The EIP comprises representatives from local primary, high schools and post-16 education providers; Health Board; Children's Services; Neighbourhood Management Team; Flying Start; and the police.
11. Glasgow City Council
 - Glasgow Community Planning Partnership (CPP) – Glasgow City Council, NHS, Greater Glasgow and Clyde, Glasgow Housing Association, Police Scotland, Scottish Fire and Rescue Service, Strathclyde Partnership for Transport, Glasgow Chamber of Commerce, Skills Development Scotland, Scottish Enterprise, Glasgow Colleges, Job Centre Plus and the Third Sector Forum working in partnership to improve people’s lives in Glasgow. The partners have agreed to focus on three key priorities that contribute to inequality: > alcohol; youth employment; and vulnerable people.
12. North Ayrshire Council
 - North Ayrshire CPP – the membership of the CPP is similar to that of Glasgow CPP. The vision is “North Ayrshire – A Better Life” and the priorities for the CPP are to create: a Working North Ayrshire; a Healthy and Active North Ayrshire; and a Safe and Secure North Ayrshire.
13. West Lothian Council
 - West Lothian CPP – the CPP was set up in 1999, so is well established. Partners are similar to those of Glasgow and North Ayrshire CPPs. The CPP has six aspirations for West Lothian 6 aspirations for West Lothian: strengthening the economy; caring for an ageing population; reducing health inequalities; making our communities safer; balancing increasing development with protecting the environment; and increased learning.
14. Trafford Community Leisure Trust: Social Return on Investment

Acknowledgements

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