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Public Health: Embracing Challenge

The imperative for change

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28th April 2010

CIEH Wales Conference, Cardiff



The context , aside from MtC, Beecham etc. ...

Adult social care: by 2026 it is estimated that one in five people will be aged 65 or over and the number of over-85s will have increased by two-thirds.

Education: if current trends continue it is estimated that the number of surplus school places will exceed 100,000 by 2014

Climate change/waste: in European target years 2009-10, 2012-13 and 2019-20 any member state that fails on its waste targets faces infraction fines of £0.5m per day

Transport: \$200 dollar barrel anticipated in the next 5 years

Workforce pensions, pay, equal pay & single status: a 3.8% decline in total employment predicted by December 2011 - equivalent to the loss of 48,000 jobs across Wales
[350,000 job losses across the UK public sector (CIPD)]



Some figures from Deloitte in 2009

Modelled local government annual budget shortfalls by 2013-14

| | Best Case £m | Moderate Case £m | Worse Case £m |
|---------------------|--------------------------------------|--|------------------|
| Small Authority | 4.9 | 13.8 | 33.4 |
| Medium Authority | 9.4 | 26.4 | 58.4 |
| Large Authority | 17.8 | 49.7 | 109.8 |
| | IGNORE THIS SCENARIO! | Draft Deloitte's SOLACE Project Figures | |



Practical responses ...

- **Prioritise key front line services**, as far as possible
- **Education and social care** - £3.9bn total gross revenue budget in these services
- **What you do** ... statutory vs discretionary services
- **Workforce**: pay freeze/cap, flexible working
- Consider other ways of financing investment
- Heinz 57 Management varieties - Systems, lean, BPR
- **Attack bureaucracy and process**, but more rubbish talked on efficiency than any subject on the planet.
- **Lobby WAG**: ring fence on grants; audit and inspection; consultations; and targets
- **Total Place**
- **Increase pace and scale of collaboration**
- **Procurement**: strategic/joint commissioning



Benefits: Collaboration Theory ...

- **Economies of scale**
 - Simplified processes
 - IT savings, reduces the cost of investment and modernisation
 - Specialisation within service
 - More muscle in the employment market, bigger jobs, bigger salaries and more competition for jobs
- **Opportunity to re-engineer services** and do things differently, 'do more with less'
- **Service resilience** – more staff, more cover
- **Retain in local government family**
- **In control of own destiny** – Councils choose what services they put up for collaboration



What do we mean by Collaboration?

- **Informal**

- *Professional networks meet every month, discuss best practice, share work and policies*
- *Policy co-ordination*

- **Formal Partnerships**

- *One organisation delivers services for more than one authority on a contract basis*
 - *Shared specialist services, small scale expert units that are not viable in smaller unitary local authorities*
 - *Legacy organisations from 1996 re-organisation e.g. library purchasing, education services*
 - *One council sells services to another e.g. contact centre services*
 - *WAG sponsored consortia etc.*



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Responding to the challenge ...



Don't think you're so small that nobody will notice or care ...

Grab the initiative before someone who knows a lot less about your service starts making decisions based on assumptions which may, or may not be true ...

Think the unthinkable ...



Forging successful collaborations ...

- Invest in clarity of goals and roles from the outset.
- Work with outcome-focussed leaders – people who are intolerant of formal boundaries.
- Make sure that the politics matches the passion.
- Build new loyalties based on improvements; and worry about the end user (relationships take care of themselves)
- Keep selling the vision



And not forgetting ...

- Don't collaborate for its own sake – seek a purpose that requires collaboration.
- Don't strive to involve everyone.
- Don't threaten professional identity and loyalty too early in the process.
- Don't shy away from conflict.
- Don't rush in with over ambitious goals.

And before the final slide, some reflections from me on the 'Showstoppers', the 'Sacred Cows' and 'Baggage' ...



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The elephant in the room ...



"I'm right there in the room, and no one even acknowledges me."



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Thank you for listening

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