

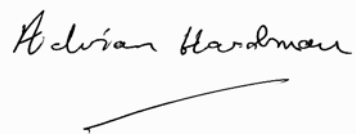
WORLD CLASS WORCESTERSHIRE:

OUR CASE FOR DEVOLUTION



The Summary

October 2015



Cllr. Adrian Hardman
Leader of Worcestershire
County Council



Cllr. Margaret Sherrey
Leader of Bromsgrove
District Council



Cllr. Phil Grove
Leader of Malvern Hills
District Council



Cllr. Bill Hartnett
Leader of Redditch
Borough Council



Cllr. Simon Geraghty
Leader of Worcester
City Council



Cllr. Linda Robinson
Leader of Wychavon
District Council



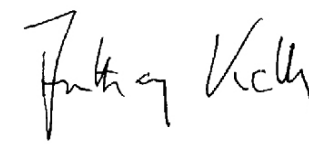
Cllr. Marcus Hart
Leader of Wyre Forest
District Council



Mark Stansfeld
Chairman of
Worcestershire LEP

Bill Longmore
Police and Crime Commissioner,
West Mercia Police

Simon Hairsnape
Chief Officer, NHS Redditch
& Bromsgrove CCG NHS
Wyre Forest CCG



Dr Anthony Kelly
Chair of South Worcestershire
Clinical Commissioning Group

OUR VISION

WELCOME TO WORCESTERSHIRE

Welcome to World Class Worcestershire. We have set high ambitions for our county - to be a world class place to do business and invest in, a world class place to live in, with world class services delivered by innovative public organisations working ever closer together.

This document summarises our compelling case to work with government on a devolution deal for our county to make 2 things happen - faster economic growth and faster, and better, public sector reform.

The purpose of our deal is to help us achieve even more together in Worcestershire. It's about what we, as public sector partners, will be able to deliver through greater local control over decision making and resources, putting us firmly in control of our own destiny. With this in place it means we can go further and faster on our 6 priorities that we know matter most for our communities.

We have a great track record of success in Worcestershire; we are the third best performing economy in the country. We have already committed to creating an extra 25,000 new jobs and add £2.9bn to the economy by 2025, with a massive programme of infrastructure investment including our new Worcestershire Parkway station. These initiatives will help tackle our low wages and improve productivity too, driving benefits not just locally, but nationally. We've taken millions of pounds out of our budgets yet still continue to be rated highly by our residents and maintain good levels of services. But there's more to be done, hence the focus on our six priorities.

OUR 6 PRIORITIES IN SUMMARY

- 1. CONNECTING PEOPLE**
Pioneer a brand new service with a key worker for people most in need, to help people deal with multiple Government and local organisations.
- 2. HEALTH & SOCIAL CARE REFORM**
Bring together health and social care services to tackle the ever increasing costs of our aging population.
- 3. PUBLIC ESTATES**
Deliver the first integrated approach to public sector estates to reduce costs and regenerate our area.
- 4. INFRASTRUCTURE & INVESTMENT**
Support growth and jobs through better infrastructure and new financial tools.
- 5. SKILLS & INNOVATION**
Developing skilled workers and driving innovation in our key growth sectors and business sites.
- 6. ENVIRONMENT**
Valuing what an amazing place we live in and how essential a great environment is to future economic growth.

CONNECTING PEOPLE

Our goal is to bring together local services for struggling families and individuals needing support from different government organisations. We will set up a pioneering new service to co-ordinate agencies, making it far better for families under pressure, with a key worker to support people to get the help they need.

TO ACHIEVE THIS WE WILL

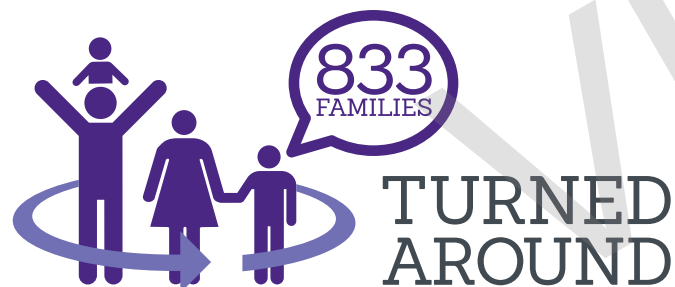
1. **Create a new organisational model** to service delivery to bring partners and organisations together, centred on the person.
2. Incorporate **central Government's procured services within our model**, taking on part of the delivery role in areas like the Work Programme, for those on the highest tariff especially.
3. **Expand the current pathfinder** to cover a wider area to provide more compelling proof that our joined up approach works; this will help other partnerships in other areas to follow our approach.

WHAT WE ASK OF GOVERNMENT

1. We ask for relevant government departments, from the DWP and MoJ to the NHS and RSLs to **become fully engaged partners with the joint entity** and dedicating staff time to the venture.
2. We ask for a **Central Government sponsor to help break down the structural constraints and support the cultural change required** for effective collaboration between local and central agencies.
3. We ask for a **new approach to Work Programme funding**, with Connecting People taking responsibility and funding for the hardest to reach.
4. We ask for government to **commit relevant central departments to work collaboratively** with Connecting People through the sharing of data to identify those most at risk and work within the new model to provide a more complete service.

WHAT THE BENEFITS WILL BE

1. Families and individuals will have a **single service interface** improving the service user experience.
2. Support will be more appropriate, better targeted and **less prone to duplication**.
3. Those most at risk will be identified earlier and **costly emergency interventions avoided**.
4. **Value for money for the Worcestershire £** will be improved through demonstrable cost savings alongside better outcomes.



HEALTH & SOCIAL CARE REFORM

Our goal is to further integrate health and social care services to address the spiralling costs that we face with increasing use of these services, because of our aging population and people with multiple long term conditions. We want to find new ways to commission and deliver the services that our residents need.

TO ACHIEVE THIS WE WILL

Underpinned by our Health and Well-Being strategy, our five year Health and Care Strategy and the NHS Five Year Forward View.

1. **Improve the supporting systems** that underpin our services, including ICT, procurement and back office systems.
2. **Commit to developing a single care record** for both health and care and will continue to strive for better value for money from our contracts.
3. **Work on a more collaborative model of service design** and delivery across health and care; committing to identifying and testing opportunities for integration.



WHAT WE ASK OF GOVERNMENT

1. We ask NHS England to provide a **broker to assist in overcoming the challenges faced as we move to a more collaborative way of working.**
2. We ask for **multi-year funding settlements** for both CCGs and Local Authorities to enable more flexible financial and strategic planning.
3. We ask for **support from the Health and Social Care Information Centre**, working with the Information Commissioner's Office to help adopt of the single care record.
4. We ask for **exemption from the National Lead Provider Framework** for NHS commissioning.
5. We ask for the **acute services review currently being carried out by NHS England to be brought to a conclusion.**
6. We ask for government to allocate an **additional ring-fenced pot of funding for CCGs** to develop new service delivery models. Only fiscally neutral investments would be approved.

WHAT THE BENEFITS WILL BE

1. Long term planning and resource allocation will provide the **flexibility necessary to permit innovation.**
2. A single care record will reduce duplication and help **manage demand** and model improved care pathways.
3. Our approach to bring together **health and social care services in real reform** will provide the blue print for other areas.



PUBLIC ESTATES

Our goal is to deliver the first public sector-wide integrated approach to publicly owned assets to reduce costs, unify services, fuel regeneration and improve value for money for tax payers.

TO ACHIEVE THIS WE WILL

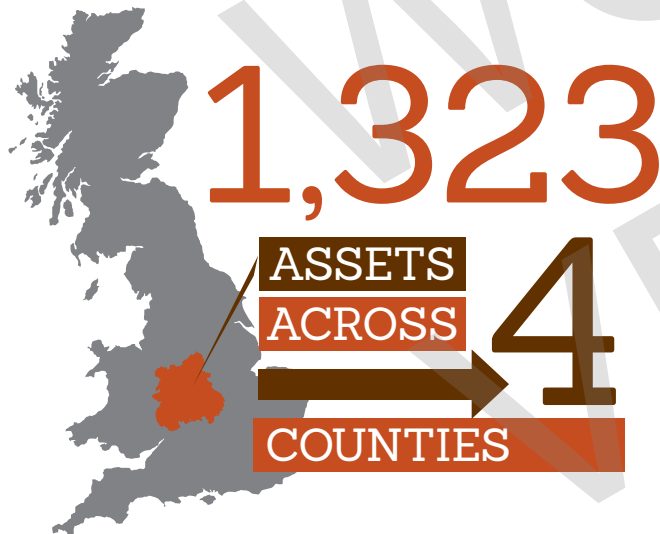
1. Commit to ensuring all authorities in Worcestershire use Place Partnership, by Summer 2016, **to commission and procure estate services.**
2. **Undertake a review of publically held estates owned by government departments** who do not join the venture, to explore opportunities to apply the 'Right to Contest' policy on land with high economic potential.

WHAT WE ASK OF GOVERNMENT

1. We ask that central government commits agencies with land holdings in Worcestershire to **join the Place Partnership by summer 2016.** Suggested agencies include, HCA, MoD, NHS Prop Co, Network Rail and HMCTS.
2. We ask for all **sales of publically held estates in Worcestershire to be brokered through Place Partnership**, working with district partners to complement local plans and grant strategic planning permission. A share of any uplift in the capital receipt as a result of this is retained for use in the Economic Development Fund.
3. We ask for **exemption from stamp duty land tax** on the purchase of land and property from other public sector organisations to reduce the barriers to innovative public sector ventures.
4. We ask for **details of the full public sector asset base** in Worcestershire to be shared with the Place Partnership including information on the status and nature of use where permissible.

WHAT THE BENEFITS WILL BE

1. **Regenerative effects of key sites maximised** through strategic development plans as well as councils' planning and CPO powers.
2. Through co-location of services and operations, **overheads will be reduced**, streamlining management and generating efficiencies.
3. We will provide the **physical infrastructure necessary for our flagship schemes**, such as the Connecting People programme, to thrive.
4. Retention of a share of capital receipts will allow us to safeguard the future of the partnership and **re-invest in initiatives to drive growth locally.**



INFRASTRUCTURE & INVESTMENT

Our goal is to establish the infrastructure and develop the financial instruments for growth investment through increasing infrastructural capacity and unlocking sites for use in our high value industries.

TO ACHIEVE THIS WE WILL

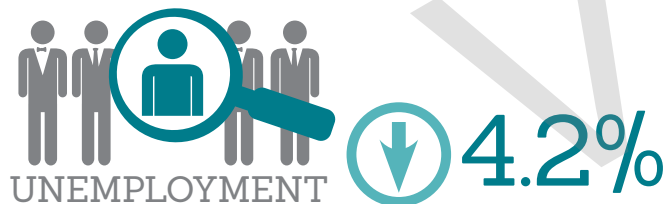
1. We will speed up our work to **understand the key drivers of productivity** in Worcestershire through an enquiry led by the LEP with a strong business focus.
2. We will ensure that our **investment decisions are made with full regard for the stipulations of local plans** with a focus on investment in key assets, including starter homes and ICT connectivity.
3. We commit to **preparing full business cases for investment**, compliant with Treasury Green Book methodologies.
4. We will **augment the existing Local Transport Board** to establish a Strategic Transport Board. This will act as a single interface coordinating Worcestershire priorities and communicating these to Central Government.

WHAT WE ASK OF GOVERNMENT

1. We ask for government to assist in establishing a **Memorandum of Understanding with Highways England and a Duty to Cooperate with Network Rail**.
2. We ask that government **support the Worcestershire LEP's Enterprise Zone bid** with permission for full business rate retention on the identified sites for the next 25 years. This new revenue stream will be used as the basis for the **Worcestershire Economic Development Fund**.
3. We ask for government to **raise the borrowing cap on the Housing Revenue Accounts** to help address the national housing supply shortage and make housing more affordable.
4. We ask that government **bring forward investment in our two priority infrastructure projects, the Carrington Bridge and A38**.

WHAT THE BENEFITS WILL BE

1. **Investment in infrastructure** will cement our position as one of the fastest growing economies in the country.
2. Worcestershire will become a **powerful cog in the Midlands Engine** by investing in the infrastructure necessary to support our high growth sectors.
3. Our single economic development fund will allow us to achieve **better value for money by capitalising on economies of scale**.



SKILLS & INNOVATION

Our goal is to build a network for skills provision that delivers first class education and training in our high value growth sectors in advanced manufacturing, agri-tech, cyber security, defence and IT. Upskilling our population will help with our goal to further improve our productivity.

TO ACHIEVE THIS WE WILL

1. We will accelerate growth in our **cyber security sector by developing an industry catapult to support SMEs** in areas like research and development and concept commercialisation.
2. We will work together to **create a University Technical College**, involving local businesses from our priority sectors in the development of course content.
3. We will work with government to take on a wider range of powers, funding and responsibility in areas **such as Further Education and the adult skills budget** in line with government plans.
4. We will continue developing a **framework for an 'Innovation Ecosystem'** to drive a constant stream of high quality investment opportunities for Innovate UK.

OVER  **10,000** NEW APPRENTICES SINCE **2011**

WHAT WE ASK OF GOVERNMENT

1. We ask for **Innovate UK to match the funding from local partners for the creation of a cyber-tech industry catapult and a 12 month joint arrangement with Innovate UK.**
2. We ask that government **commit GCHQ resource to partner with the cyber-tech industry catapult** to ensure a practical, market focus.
3. We ask that government work **with us to ensure our bid for a University Technical College is approved.**
4. We ask that government **fund a pilot programme as part of the continuing development of the Apprenticeship Levy**, offering financial support to encourage higher level, business led apprenticeship programmes in the STEM subjects, and helping SMEs take on more apprentices.
5. We ask that government **commits DWP to working with local employers and skills providers to develop a local employment offer for older workers** who are willing and capable to work.

WHAT THE BENEFITS WILL BE

1. SMEs will find it easier to take on **young learners in the key STEM subjects.**
2. **Our catapult will drive genuine innovation** as a catalyst for growth, raising ambition and the profile of the county at home and overseas.
3. The **new University Technical College** will improve relationships between employers and skills providers, and help people develop their skills needed for our growth sectors.
4. The drag on our economy often attributed to the older population will be turned on its head as we **tap into the productive capacity, skills and experience of older workers.**



ENVIRONMENT

Our goal is to value the exceptional environment we have in Worcestershire and make the most of our world class asset as a key component for our economic growth now and in the future.

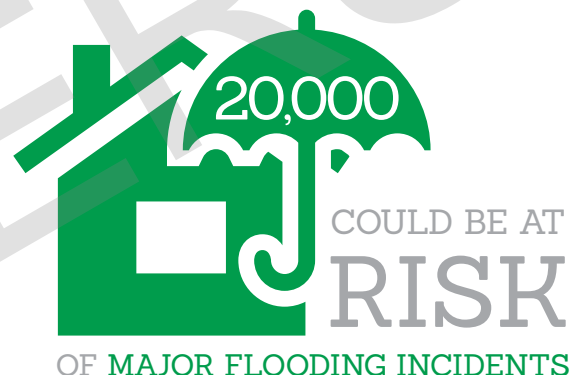
TO ACHIEVE THIS WE WILL

1. We will formalise the role of the **Local Nature Partnership**, giving it greater political status and influence.
2. We will develop an **environmental infrastructure strategy** to prioritise flood defences in response to local needs.
3. We will promote our **exceptional natural environment and quality of life** as a key part of our World Class Worcestershire campaign to attract businesses to locate here.



WHAT WE ASK OF GOVERNMENT

1. We ask for devolved funding for the **Rural Development Programme** through the formation of a partnership with Natural England and Forestry Commission.
2. We ask for devolved funding for the **total flood risk investment available to Worcestershire** to properly allocate the funding according to priorities agreed in partnership with the Environment Agency and the LNP.
3. We ask that government work with Worcestershire County Council, WLEP and Worcestershire Regulatory Services to **identify opportunities for devolved regulatory and licensing powers**.



WHAT THE BENEFITS WILL BE

1. We will be better able to prioritise and **respond to local flood needs** with our local environmental infrastructure strategy.
2. With devolved functions, Worcestershire Regulatory Services will become the **one stop shop for all businesses** to help them meet their statutory obligations, with just one point of contact, helping to reduce red tape.
3. Our marketing campaign for World Class Worcestershire for inward investment will focus on the **business benefits of our exceptional environment**.



SECURING DATA-SHARING BY DEFAULT

Our goal is to develop a culture of data sharing by default, whereby a decision to not share data must be supported by a full case justifying the rationale. We see this as a pivotal outcome which supports all of our priorities and as such have identified improved data sharing as a critical work-stream to run alongside our work on the six priorities.

TO ACHIEVE THIS WE WILL

1. Establish a **cross-agency leadership board** with a focus on moving to data sharing by default across the county.
2. Develop a **data sharing by default strategy for Worcestershire**.
3. Invest in establishing an **innovative new technical platform** which supports our data sharing vision.

WHAT WE ASK OF GOVERNMENT

In addition to our data-sharing related asks of government listed within our priorities we also ask that government considers

1. **Matching the total fiscal outlay required to deliver our strategy** with dedicated expert resource from the Information Commissioner's Office to help break down barriers to data-sharing and create a new model with potential nationwide application.

WHAT THE BENEFITS WILL BE

1. Improved data-sharing will allow us to take a **more pro-active and preventative approach** to service delivery.
2. Triangulating multiple sources of information around problematic bottlenecks will **create opportunities for both savings and unlocking future growth**.



GOVERNANCE

We are not asking to create a super council or unitary council for Worcestershire, that isn't needed here. Our model, to create a Public Sector Leadership Board, will give us a strategic decision making body to oversee our projects that result from devolved powers. It will have wide involvement of partners, with elected representatives able to vote, so that the Board is accountable to residents.

OUR PRINCIPLES

The governance model we adopt must be proportional to the powers and funding being devolved from Westminster. Therefore we believe that negotiations with government will drive our approach as conversations regarding our priorities mature. However, regardless of the degree with which powers are passed down, we consider there to be an underlying set of principles which must lay the foundation for any proposed model of governance.

We look forward to developing the governance conversation further with government as the scope and extent of Worcestershire's ambitions for devolution evolve.

Principles of Governance	Our model suggests
An all-inclusive public sector and local partner strategy forum	Local council leaders, Police and fire services, LEP and central government agency representatives attend the meetings
Accountable decision making through publically elected bodies	Only local council leaders and PCC to vote on final decisions of the board
Accountable project delivery led by a publically elected body	A voting member volunteers to take the lead on delivery on a workstream by workstream basis, and is fully accountable for outcomes
Most simple, streamlined governance structure proportional to devolved powers	No need for further layers of government or new legal entities
Equal partnership (for publically elected bodies)	Every elected bodys vote is equal

WORKING

