

THE BRIEFING

For members of the Public Sector Management Network
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Public Sector Management Network

Dear Networkers,

Details on how to enter Top Team 2006 are attached with this latest edition of The Briefing. We would like to thank the key partners for this event who are Harvey Nash, Deloitte, Improvement & Development Agency and SOLACE. This year our official media partner is The Times Public Agenda who will be providing input to the project and key publicity for the event.

The Network has been also busy in organising a Futures Event in partnership with Microsoft. The event will be held in Reading on 29th June 2006 and will involve key personnel from the public and private sector. If this may be of interest to you in terms of participation, then please contact Carleen Ebbs on 020 7333 8797.

Our key strategic partner Harvey Nash is currently working on the new Public Services Management Network website with a view to launch the new site at the end of June 2006. Once the site is launched we would welcome your comments.



Noorzaman Rashid
Chair of the Management Network

Healthy Communities Programme

The Healthy Communities Programme is a new national service area for local government identified for development by the Department of Health (DH). A two-year initiative, funded by the DH, the programme will be managed by the Improvement and Development Agency (IDeA) for local government and will run to March 2008.

The programme responds to the Government's current agenda of National Health Service (NHS) reform, the wider remit of the modernisation of public services and the requirement for the seamless integration and joining up of services across the public, private and voluntary sectors.

The Government's aim is to devolve power to neighbourhoods and create a more patient-focused NHS. In line with this remit, the Public Health White Paper: 'Choosing Health: Making Healthy Choices Easier' in November 2004, reinforced the principles of patient choice, of resources following patient choice and of greater autonomy for local professionals. 'Our Health, Our Care, Our Say' published in January 2006, developed this strategy further, with the "move towards fitting services round people, not people round services".

In achieving this new agenda, these initiatives also outlined an enhanced role for local authorities, shifting resources into prevention and the seamless integration of health and social care provision to meet local community

needs, with better and more innovative ways of joining up services at a local level. “The key to success will be effective local partnerships led by local government and the NHS working to a common purpose and reflecting local needs.”

The Healthy Communities Programme, therefore, aims to build the capacity of local authorities working within their communities to:

- tackle local health inequalities
- provide leadership to promote well being
- foster a joined-up approach to health improvement across local government itself and through Local Strategic Partnerships (LSPs) and Local Area Agreements (LAA)

This is a new area of work for the IDeA, and the Agency will be able to draw on its established areas of expertise, and the existing teams focusing on:

- [Children’s Services](#)
- [Adult Social Care](#)
- [The Voluntary and Community Sector](#)
- [Sustainable Communities](#)

The Programme will build on the success of the Shared Priorities Programme, the Beacon Council Scheme, and utilise the IDeA’s successful, established approaches and products.

Following the success of the peer review process in improving services in local government, a ‘healthy communities’ peer review process will be developed. An intensive organisational ‘health check’ and action plan for local authorities will be established against a benchmark of an ‘ideal authority’, giving access to advice and guidance on improvement.

A new module will be developed within the existing Leadership Academy Programme to include the role of elected members in leading the health improvement agenda.

[Healthy communities peer reviews](#)

The peer review process is unique to the IDeA and will now include a focus on healthy communities. An intensive organisational ‘healthcheck’ and action plan for local authorities will be established. This will include a benchmark that local authorities can use to review with their partners their success in supporting the development of a healthy community. Peer review teams will consist of local authority, health and other relevant identified partners led by an IDeA review manager.

Building on current programmes within the IDeA, including the Performance and Management Information Programme and work in supporting the development of LAAs, the Programme will look at developing systems and processes to gather accurate information and data to inform service planning, priority setting, monitoring success and to advance successful partnerships.

The IDeA is appointing a new National Adviser Healthy Communities, who will act as the IDeA’s lead expert on healthy communities and drive forward this innovative, groundbreaking agenda. The post will report to Andrew Cozens the IDeA strategic adviser for Children, Adults, and Health Services.

This person will work closely with the new Healthy Communities Team, which will be coordinating a number of new initiatives with and on behalf of local authorities. This team will be jointly headed up by Susan Biddle and Sue Johnson.

POLICY NET

Innovating for Organisational Change

We are pleased to launch the next in our series of Policy Nets looking at Innovating for Organisational Change.

The facilitators for this event will be Steve Loraine and Dejan Ajezenkol who have experience of managing major change programmes both in the public and private sectors.

There has never been a greater need for managers, particularly those in the senior/midrange roles to have good quality 'tools' and information to help them achieve better performance, change their organisational cultures and improve the 'health' of their teams. All of this at times when budget constraints bite ever deeper, expectations rise and technology brings about ever swifter challenges and opportunities.

Improvement of public services is at the heart of the government's modernisation agenda and managers from across the public sector are engaged in improving services for users. Public service providers have to balance the achievement of national targets alongside local needs and priorities. There is much to be learned from the experience in different sectors about how to initiate and sustain improvement and achieve targets.

In local government the CPA has provided a performance baseline for councils and authorities have been doing improvement planning to focus their efforts to meet challenging targets. In Health, bodies like the Modernisation Agency have been experimenting with local health providers to find the best ways of achieving service improvement in the context of a centrally prescribed system of targets and performance reporting. Crime and

Disorder Partnerships have been learning how to use targets to drive improvements in community safety in localities. Local Strategic partnerships (LSPs) have been set up to bring organisations together to agree shared objectives and targets to achieve greater impact in a locality.

Financial restrictions are really starting to bite in the public sector as jobs are lost in the health sector and the next major comprehensive spending review will have resource implications for our organisations.

This is an opportunity for managers from different sectors to learn from each other about making the best use of resources available and the exploration of creativity that can be nurtured encouraged and used in making real changes within the organisation.

The content and direction of the Policy Net will be determined largely by the participants and the facilitators, but may include:

- ▷ What really works in organisational change and what are the organisational barriers to delivering organisational changes?
- ▷ The exploration of how creativity can be nurtured, encouraged and used in change.
- ▷ What creativity/change tools/methods managers use now and need for the future.
- ▷ What can be learned from different sectors about how to achieve service improvement?
- ▷ Looking at how targets can help or hinder organisations to join up to deliver better outcomes for users
- ▷ The kinds of measures and targets which are needed at different levels within an organisation and the impact these have on employees and customers

- ▷ The potential to bring together and use national and local targets to drive improvement for example through local area agreements
- ▷ How targets can help LSPs drive change and achieve improvement in localities
- ▷ What opportunities there are to influence government thinking on targets given signs of some willingness to re-think

The aim of this Policy Net is one that explores the managerial aspects of prompting, leading or responding to change. It would offer opportunities to both learn of new creativity/change tools and bring along the ones that work for people - a true exchange.

As a sub theme, the Net will involve itself in some developmental work, e.g. creating and perhaps testing-out easily usable creativity and change tools/material for managers.

We will be looking to commence this Policy Net in the autumn 2006. If you require any further details then please do not hesitate to contact Warren Tonks at warrentonks@hotmail.com or call 07737 732648.

CONTRIBUTIONS TO THE BRIEFING

If you would like to forward any articles, diary dates or requests for information, then please forward to: warrentonks@hotmail.com

You can also access the Networks website at www.psmn.org.uk

SOLACE CONFERENCE 2006 10 – 12 October 2006 Manchester

The Annual Conference is SOLACE's showcase event featuring eminent speakers, Government Ministers and local government experts.

This year it takes place at the Manchester International Convention Centre, a modern world-class venue in the heart of the North West. The MICC is easily accessible by road, rail and air. Ample parking facilities are nearby and it is within walking distance of the railway station. Please go to www.G-mex.co.uk for location details.

The theme for the 2006 annual conference is 'Leading by Influence - Managing in complex partnerships'.

How do local authorities provide leadership in this modern complex world?

What skills are required to weld together a wide range of diverse partner organisations to create effective local networks?

How do these complex partnerships pull together to deliver high quality services locally?

These are just some of the issues the conference will explore.

If you are a business looking to sponsor the event or interested in knowing more about the conference then please contact Sonia Rheinlander at sonia.rheinlander@solace.org.uk