


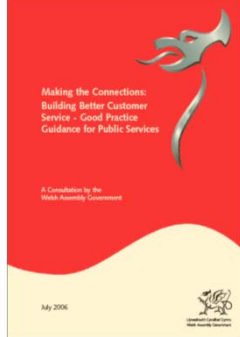
Gearing up to Collaborate

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Making and Delivering the Connections – a Welsh way



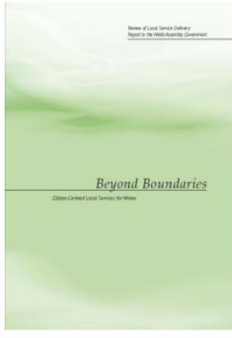
The Making the Connections Programme is consciously improving and orchestrating four levers of change in public services:



July 2006



“Every inefficiency is a denial of service”



The Beecham Challenges:

- Culture** – a compliance culture
- Capacity** – delivery capacity extremely stretched, skills deficit
- Complexity** – most notably the ‘delivery map’ and governance processes

 **The First Minister Carwyn Jones AM**



“I want *much greater efficiency* across the board”

“If we are to avoid financial pressures turning into crude service cuts, we have to accelerate the *pace of change* dramatically.”

“Public services in Wales must get used to fact that **the words status quo are not longer part of the lexicon**”

 **Local Government Minister Carl Sargeant AM**




“Why do we need 22 of everything – 22 fleets of council vehicles; 22 education services; 22 trading standards? We cannot afford just to accept traditional service models and ways of thinking”.

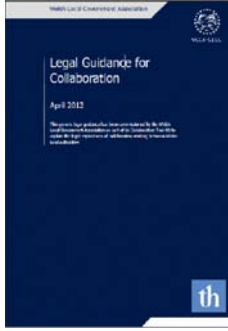
2011 ‘Simpson’ report leading to the Compact.
<http://www.wlga.gov.uk/english/a-compact-for-change-between-the-welsh-government-and-welsh-local-government/>

A new ‘footprint’ for collaboration, and new structures in place to drive the collaborative agenda in Wales: 6 regions*, the Public Sector Leadership Group (PSLG) and the Organisational Development & Simpson Implementation Group (ODSI) & The Local Government Measure which confers specific powers on the Minister.

 **The WLGA and Collaborative Working**


- WLGA Regional Boards since 2006 - Leaders and Chief Executives, & underpinned by professional groups etc.
- Regional Trade Unions Consultative Committees
- Financial Support for collaborative projects: the WLGA Improvement Fund
- ESF Priority 4 programme (match funded) to enable a series of 2 year secondments of Project/Programme Managers across Wales to support regional priorities.
- Specific website section with sub sections for each of the WLGA regions:
<http://www.wlga.gov.uk/english/regional-boards-networks/>
<http://www.wlga.gov.uk/cymraeg/regional-boards-networks/>

 **WLGA Legal Guidance for Collaboration**



Published in April, this is comprehensive reference that will allow local government professionals and politicians to develop further arrangements for working together without having to take fresh legal advice at each and every turn. We hope that it is timely and practical, but most importantly informs current debates on governance structures and becomes a key reference document for members and officers alike.

<http://www.wlga.gov.uk/english/publications-regional-boards/wlga-legal-guidance-for-collaboration/>

 **What might collaboration deliver?**

1. Making savings in the current era where managing fiscal contraction is the norm.
2. More effective procurement;
3. Simpler processes and systems.
4. Looking ahead - cost avoidance in the future
5. Better and more cost effective ways to respond to new legislative requirements
6. Improvement in performance, and spread agreed best practice and innovation.

 **What might collaboration deliver cont/d ...**

7. Customer Satisfaction resulting from better 'citizen' focus, or even 'bespoke' services
8. Simplified processes and systems
9. E-government opportunities.
10. Improved career structure – improving leadership, knowledge, skills and creativity.
11. Improve quality of specialist services etc.





Critical success factors for successful collaboration and joint working

1. Invest heavily in clarity of goals and roles from the beginning. Team spirit grows out of clarity, not vice versa. You cannot focus on this too much at the outset.
2. Promote the new breed of collaborative professionals - outcome-focused leaders who can manage a range of agencies and their varying agendas; plain speakers who are intolerant of formal boundaries and are ready to work as a team.
3. Match passion with politics - think about "what's in it for them" where each partner is concerned, and ensure that this is delivered
4. Build new loyalties based on improvements on the ground rather than professional expertise or knowledge. Worry about the end-user, and relationships should take care of themselves.
5. Keep selling the vision: remind all concerned why you are involved in the project and what the end outcome is for the local community.



Critical success factors for successful collaboration and joint working

6. Don't collaborate for collaboration's sake - seek a purpose that requires collaboration.
7. Don't strive to involve everyone, including those only remotely connected with the issue at hand, but create a committed core, then put together a communications plan for more distant stakeholders.
8. Don't threaten professional identity and loyalty too early in the process - start with tasks which initially preserve autonomy.
9. Don't shy away from conflict - engage disputes and debates out in the open; have them early and focus them on outcomes, not personalities.
10. Don't rush in with over-ambitious goals – look for quick wins; build commitment and team spirit by learning to collaborate on simple, low risk opportunities at the outset.



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