

Changing public services – changing professional practices

Policy seminar two – 16 June 2010



Purpose

The seminar series aims to learn from leading thinking and practice across public services to ensure that the learning and skills sector is as well-informed as possible to develop its leadership and professional its practices to face the very significant challenges now and in the future.

Background

All public services are facing a period of exceptional change as a result of financial restraint and the increasing demands and expectations of citizens. The challenge to achieve substantial in-year and on-going reductions in departmental budgets, while protecting the quality of key frontline public services, cannot be achieved by continuing the status quo. Radical rethinking is needed about how public value outcomes can be maximised from the investment in public services, based on:

- **Greater public empowerment** in particular by using new technologies and opening up the data government holds to transform accountability of services to the public; empowering citizens to shape services through technology and greater access to information;
- **Increased localism** to involve citizens more directly in decision making and to build stronger relationships between citizens and the state; rebalancing local and national accountabilities through a move away from excessive centralism; enabling decisions to be made as close to the citizen as possible and giving service providers discretion to respond innovatively to local needs;
- **Rebalancing of responsibilities between the individual citizen and the state** so that individual responsibility is increased, lightening the need for regulation to control behaviour. This is associated with an increasing interest in how behaviour economics and behaviour change could be applied to achieve positive social outcomes while reducing demands on the public purse;
- **Closer working between public services to improve outcomes for citizens.** More integrated cross public-sector strategies can address priorities more effectively by ensuring services work together more effectively; and increase efficiency by streamlining strategies and avoiding duplication and conflicting or competing approaches. This will require changes to systems and to professional practices - changes to accountability arrangements to offer greater freedom from central performance and financial controls; greater discretion for leaders in the locality to take a cross public-sector approach; and we need to change the silo approach to public assets.

The learning and skills system will be affected by these shifts as significantly as other parts of the public sector. Through the seminar discussions we aim to learn about approaches taken in other areas of public service in order to enrich our understanding of strategic options and to arm the sector to shape the debate about its future.

Seminar two: Empowerment and responsibility - creating a new relationship with customers and citizens

- To extend our understanding of empowerment and responsibility of customers and citizens in the context of the new government;
- To learn from practice in other areas of public service and in our own sector; and
- To consider the implications for the evolving accountability systems in which we operate, and for leadership and professional practice

Programme

Venue	Institute of Directors, 116 Pall Mall, London , SW1Y 5ED
10.00	Arrivals, tea and coffee
10.30	Chair's welcome and introductions from participants Polly Toynbee , independent chair and journalist Welcome from LSIS Dr David Collins CBE , chief executive, LSIS
10.40	Rob Whiteman , chief executive, Improvement and Development Agency Empowerment and responsibility – how we do it in local authorities Professor Bernard Crump , chief executive, NHS Institute for Innovation and Improvement Empowerment and responsibility – how we do it in health Nick Gargan , deputy chief constable, deputy CEO, National Police Improvement Agency Empowerment and responsibility – how we do it in the police
11.40	Coffee break
12.00	Maggi Butterworth , director, Affiliation Swarthmore Education Centre Empowerment and responsibility – how we do it in FE
12.10	Discussion
13.20	Closing comments from speakers and from LSIS, including next steps
13.30	Lunch

Chair and speakers



Polly Toynbee is a columnist for the Guardian and former president of the Social Policy Association. She was formerly BBC social affairs editor, columnist and associate editor of the Independent, co-editor of the Washington Monthly and a reporter and feature writer for the Observer.

Polly Toynbee won a scholarship to read history at St. Anne's College, Oxford. She worked for many years at The Guardian before joining the BBC where she was social affairs editor (1988–1995). She was appointed President of the British Humanist Association in 2007. In 2008 she topped a poll of 100 opinion makers, carried out by Editorial Intelligence.



David Collins CBE, DBA, MA, PhD, FRSA took up his current role as chief executive of the Learning and Skills Improvement Service in August 2009. After graduating from the University of Edinburgh with an MA in Economics and Economic History and a PhD in Educational Studies, he worked in a variety of educational establishments, including a prison and a young offenders' institution as well as a number of colleges.

Before becoming chief executive of LSIS, David was principal and chief executive of South Cheshire College where he developed an exceptional institution, consistently topping the unofficial Ofsted league tables and twice taking the college into the Sunday Times list of the 100 best companies to work for.



Rob Whiteman is managing director of the Improvement & Development Agency (IDeA), which works with leading edge councils, accelerates the pace of improvement for all authorities and ensures the development of local government to meet its challenges. In April 2010 Rob was appointed by the Secretary of State for Communities and Local Government to advise on emergency actions in relation to Doncaster MBC. From 2005 to 2010, Rob was chief executive of LB Barking and Barking and Dagenham where the council made swift improvement from two stars to the dual top rating of four stars with 'improving strongly' direction of travel. This was recognized by several awards including in 2008 the Most Improved Council of the Year and Beacon status for Tackling Climate Change.



Professor Bernard Crump qualified in medicine from the University of Birmingham in 1980. He practised as a physician and carried out clinical research in the Midlands and the South East before training in Public Health Medicine. He became director of Public Health in South Birmingham Health Authority in 1990. He subsequently became director of Public Health and Deputy Chief Executive of Leicestershire Health Authority and chief executive of the Shropshire and Staffordshire Strategic Health Authority from 2001 to 2005. He is currently the chief executive of the NHS Institute for Innovation and Improvement.



After graduating in French and Politics at the University of Leicester, **Nick Gargan** joined Leicestershire Constabulary in 1988 and performed a variety of uniform and detective roles, including a secondment to the National Criminal Intelligence Service where he was based in London and Paris. He became an assistant chief constable in 2006 and held both local policing and crime portfolios within Thames Valley Police. He joined the National Policing Improvement Agency as deputy chief executive on 1 January 2010. He is ACPO lead for Intelligence and has been an active member of ACPO Crime Business Area since 2006.



Maggi Butterworth has been Director of Swarthmore Education Centre in Leeds since March 2008 following a 30 year career in F.E. Maggi's career in adult education spans over 30 years, with over 20 years experience managing community education provision at Thomas Danby College across Leeds. She has worked across disadvantaged communities with travellers, homeless people, ex-offenders, single parents and the long-term unemployed.

Maggi has been an elected member of the LSIS Council since September 2009 and ensures the VCS have a voice at national level. Maggi has taken a keen interest in the informal Adult Learning agenda and has contributed to discussions at national level with leaders from across the sector.