Achieving efficiencies and driving quality through devolution of services

Rodney F Hill (WLCT)

Decentralising Power

In principle, there are two ways in which an overcentralised system can become more mixed. Either voluntary associations form spontaneously because of pressing needs to which the central system is irrelevant or antipathetic; or the central authority itself chooses, or is forced, to build in decentral parts because its method simply is not working.

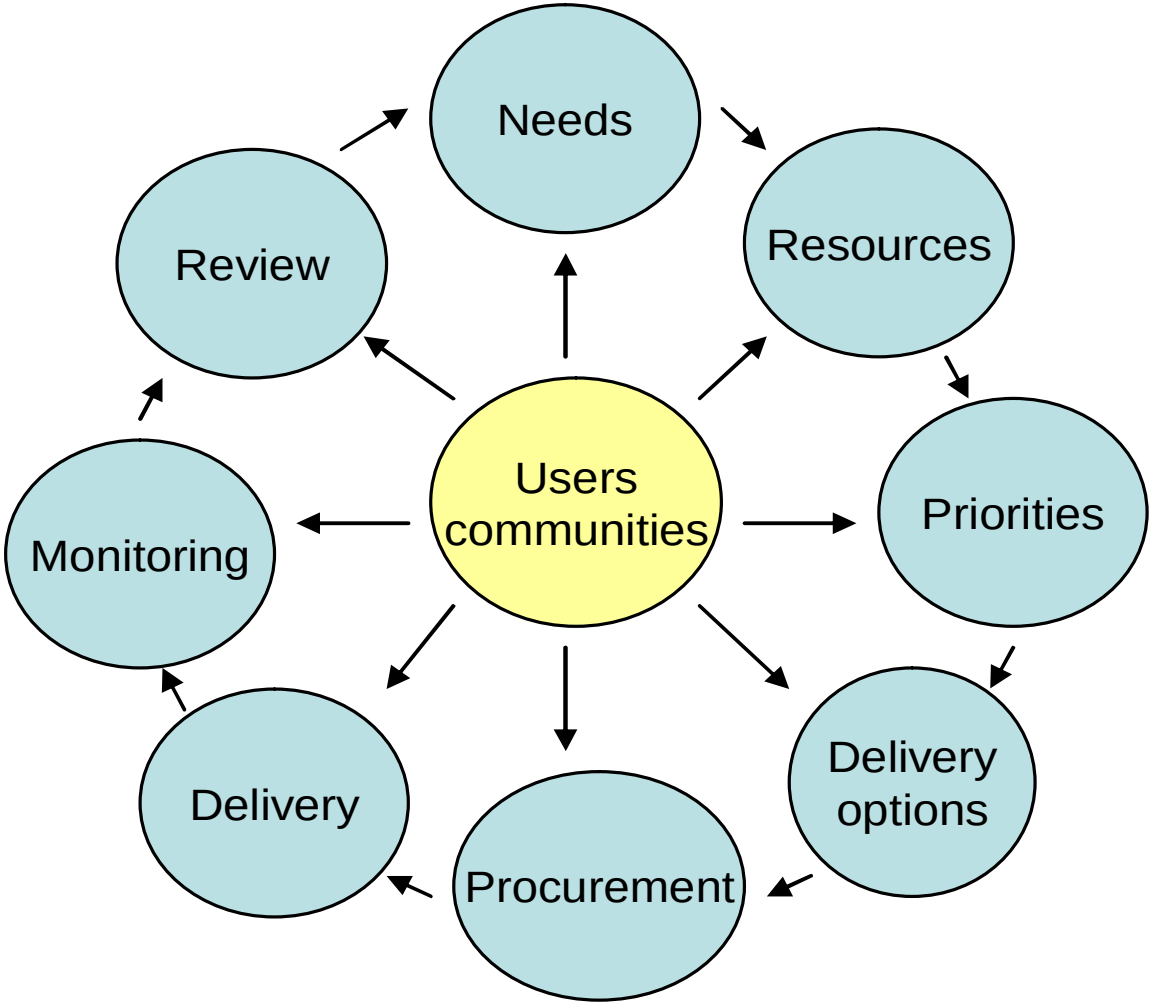
Paul Goodman, 1964

Devolution of Services

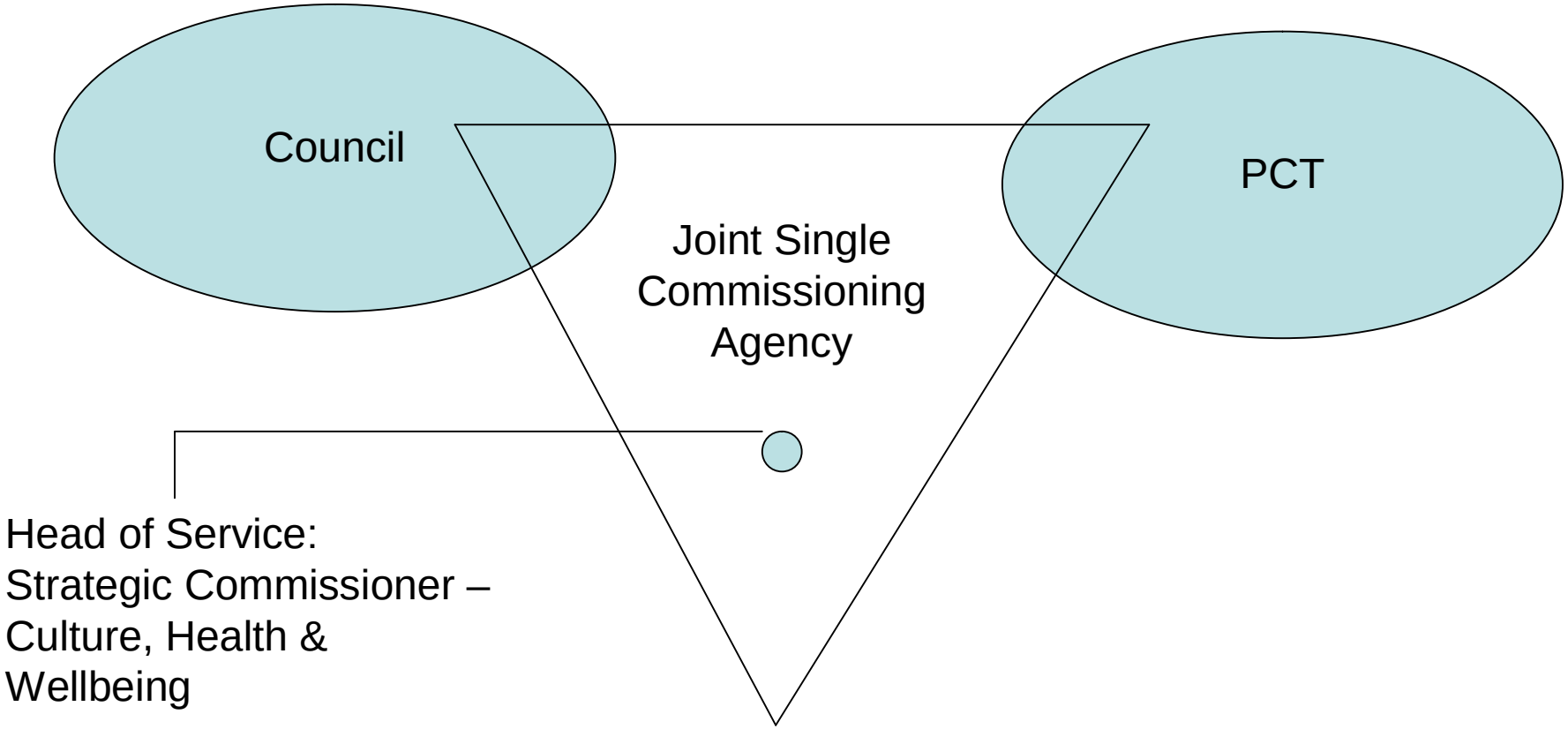
- Large Social Enterprise
- Community Trust
- Voluntary Sector
- Volunteers/Community

Case Study 1 – Social Enterprise: WLCT

IDeA: Commissioning Model



Wigan Borough Partnership (LSP)



Strategic Commissioning: Outcome Based Accountability

- Outcome measures linked directly to the LAA
- Benchmarking data to demonstrate VFM
- Updated KPIs (agreed between commissioner and WLCT)
- Specific targets for Quality Assurance (e.g. QUEST)
- Market-testing key service/s
- Demonstrating impact at SOA level

Strategic Commissioning: Opportunities for Trusts

- Bidding for contracts outside the Trust's current area of responsibility.
- Extending into new work in existing local authority area, which contributes to the delivery of LAA outcomes.
- Bidding for new work (individually or jointly) at sub-regional level.
- Responding to the personalisation agenda, practice-based commissioning, and achieving outcomes at super-output area level.

Case Study 2
Community Trust: Tadcaster Pool

Tadcaster Pool

Tadcaster Pool

- Opened 1994 (Trustees raised capital)
- Revenue £10k for 3 years from Council
- Professional staff: 10
- Volunteers: 100
- NPLQ: 500 Volunteer Lifeguards Trained
- Saving: £80k

Case Study 3
Voluntary Sector: Existing Trust
Lancashire Wildlife Trust

Lancashire Wildlife Trust Partnership

- Partnership 4 years old
- 100 active volunteers across 4 sites
- Compliments existing ranger services
- External bids
- Training and development

Banded-demoiselle

Jay: Woodland Bird

Case Study 4
Volunteers: Hope Library

Hope Library

- Established 2005 (old PCT building)
- Building run by school & Community Centre Management Group
- Library – 42 hours a week
- 60k visits in 2009/10
- 24 volunteers
- Professional library support – including hot line to town library
- Running costs £80k – WLCT contribution £30k
- Saving: £50k

Reflections

- Strategic/financial/operational
- Not primarily financially driven
- Responding to existing passion, enthusiasm and need
- Nurtured over time

LGiU – People, Places, Power

There are serious questions over whether the bottom up collaborative approach of the Big Society is compatible with the sort of strategic vision and decisive leadership necessary to achieve major reductions in public spending that we need to find.

Jonathan Carr-West, 2010

Thank you!

WIGAN
LEISURE & CULTURE
TRUST