



LGA Wirral Improvement Board

Key Messages

An update against outstanding actions was provided and key messages agreed. New members of the Improvement Board were welcomed by the Chair.

Councillor Ann McLachlan reported on progress, highlighting key developments in improving governance with key changes to the constitution now adopted by the Council. The scrutiny model has been strengthened, with all parties holding a Chair of each Policy & Performance Committee further progress has been made to develop the new neighbourhood model.

The Board were provided with the initial findings of the recent Peer Challenge. The review found that significant encouraging progress had been made but significant risks and challenges remain. A copy of the initial findings can be found below.

The Peer Challenge had highlighted the importance of Member and Officer development, the Board emphasised the importance of support for Councillors in their neighbourhoods and the community representatives.

The Board further highlighted the importance of the Shared Services work currently under way.

The Chief Executive provided an update on progress including the budget and corporate planning process. Plans to develop key transformational projects which are currently being considered were also outlined, a number of which are being supported with external expertise and partners. The Chief Executive also updated the Board regarding the management restructure and changes to terms and conditions.

Improvement Plan progress update

Fiona Johnstone updated the Board on both progress made against the Improvement Plan and the proposed approach to shaping future improvement plans that will be focussed on outcomes.

The Improvement Board are keen to ensure that consideration is given to the future role of the Improvement Board in continuing to support change. They also highlighted the importance of focussing on culture change moving forward.

The Board stressed the importance of shaping plans around the Council's long term future vision.

The Board agreed to review progress on constitutional changes and to examine members' involvement in risk management as part of the Boards future plans.

The Board's next meeting in July will receive a report that will consider what the high level outcomes should be for the Council to be able to show its effectiveness. These would be used by the Improvement Board to consider progress and to assess how best it can give support. A small working group led by the Chair of the Improvement Board will take this work forward prior to the meeting.

Change Management / Transformation – Presentation

Joe Blott, new Strategic Director of Resources and Transformation gave a presentation on his plans to deliver fundamental service reviews and transformational improvement. This can be found below.

The Board welcomed the presentation and highlighted the importance of building neighbourhood and customer resilience and ensuring outcomes, particularly around financial targets.

Transformation and Resources Improvement Journey

Presentation to **Wirral/LGA Improvement Board**

17 May 2013

Joe Blott
Strategic Director Transformation and Resources



Taking us from where we are now...

Our present state

Some good:

- Improved focus on customers
- Recognising our residents' complex needs
- Better partnership working
- Increasingly nimble/flexible/agile
- Being challenged to find more creative solutions
- Earlier intervention and prevention

But still more to do:

- Directorate silos and inward focus
- Isolation and lack of integration
- Not enough regard for customers
- Too easily tempted to take the path of least resistance
- Disempowered – can't do attitude
- Excuse of financial pressures

...to where we want to be

Our future state

- Elected Members play an active role as community leaders
- Employees are engaged and empowered – can do attitude
- We offer more personalised and customised services for the public – and work with partners to provide a seamless transition between different organisations
- People are able to help themselves and access support in ways that meet their needs
- We have efficient support services but the focus is on the frontline, providing services that make a positive difference to the lives of people across Wirral

Key challenges remain:

- Our budget
- Local, national, international financial position
- Impacts on our citizens:
 - Welfare Reforms
 - Complex needs
 - Skills and employment
 - Rising public expectations
 - Resources must be in a good position to enable us to be the Council we want to be
- A Council for the future – close working with Members to determine
- The key is Transformation

Changing the way we do things

- A Fundamental review of what services we provide
- How we provide them – who is best placed to deliver them?
- Continuous improvement

Our business approach:

- Lean and simple
- Value for money
- Short-term savings but focussed on the big picture
- Strong leadership

Our services:

- Organised around citizens, customers and communities
- Designed to catch problems early
- Delivered according to need and delivered by the 'best'
- Commissioned with partners

Our people:

- High performers
- The right people for the right jobs
- Contributors to change
- Challenge themselves and others
- Working flexibly
- A different culture

Our transformation programme

- Asset Management
- Technical Functions
- Neighbourhood Working
- Transforming Business Support
- Strategic Review of Leisure Services
- Strategic Commissioning
- Transforming Children's and Adult Services

Underpinned by:
values, principles and a customer focus

The challenge – creating the conditions for success

- Capacity to deliver
- Workforce – leadership and culture
- Business intelligence
- ICT – self serve ‘only one way’
- Governance

Transforming Adult and Children’s Services – Presentation

Clare Fish, new Strategic Director of Families and Wellbeing provided an overview of the challenges and opportunities for Families & Wellbeing Services, highlighting the four key themes that will underpin future work.

Julie Hassall, Director of Children’s Services then provided detailed presentations on work that is underway.

The Board welcomed the presentation and highlighted the following:

- Ensuring the future delivery model is aligned with the Council and partners budget planning process.
- Ensuring integration with the corporate culture change programme for both staff and residents.

Clare Fish highlighted the Improvement Plan that is in place for the Strategic Directorate that provides further details; this will be brought back to the Board. In addition, to allow full debate on the Adult Social Care element of the presentation, this will be considered at the next meeting.

Families and Wellbeing Improvement Journey

Presentation to
Wirral/LGA Improvement Board

17 May 2013

Clare Fish
Strategic Director Families and Wellbeing

Children and Young People Improvement Journey

Julia Hassall
Director of Children's Services

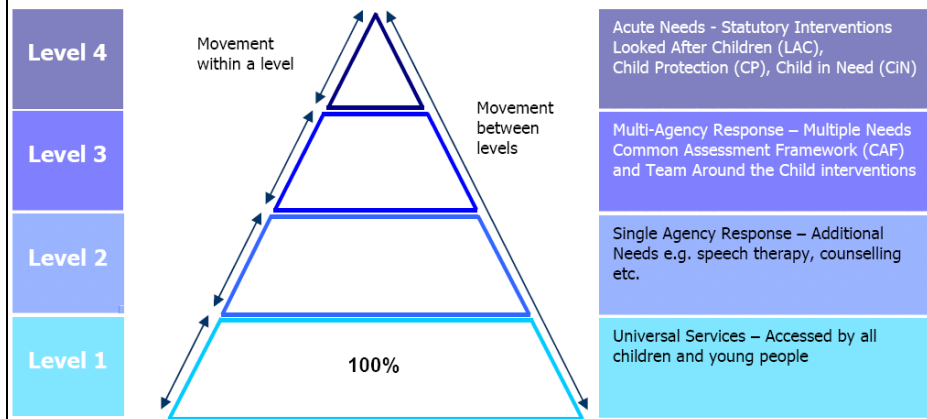
Where will we be by 2016....

- More children cared for at home
- More children in mainstream schools
- More children and families access local services through a single gateway
- More children ready for school
- More children achieving equally well
- More children who are in care are settled, secure and achieving good outcomes
- Children and young people with a disability & their carers experience a seamless, integrated service into adulthood
- All children feel safe and are safe

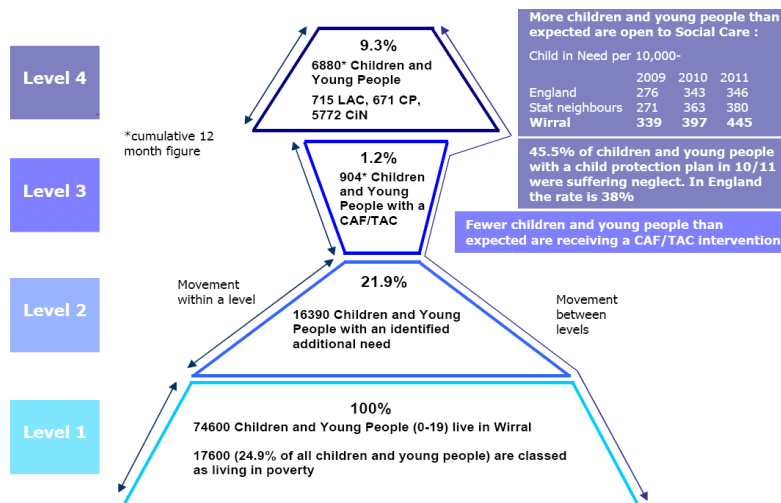
What
needs to
change and
why



Typical pyramid of need



Wirral 'pyramid' of need



Organising Children's Services differently.....

- **Universal Services** – partnerships & effective commissioning; champion of children, parents, communities. Core statutory functions & traded services; significantly reduced direct service provision
- **Targeted Services** – transparent and coherent approach to Early Help and preventative services; keep our robust approach to school improvement, but make it cross phase.....
- **Specialist Services** – joint SEND service (> all age disability service), social work emphasises the child's journey & impact of interventions to safeguard / improve children's life chances
- **Corporate Safeguarding** – robust partnership systems / arrangements to keep children, adults and families safe.

Priorities

- Implement the new structure (Universal / Targeted / Specialist services)
- Get the right people, in the right seats on the bus to drive the change
- Make the agreed savings to re-profile spend, re-prioritise service delivery and return a balanced budget
- Confirm transformational change to drive improvements and efficiencies
- Develop performance frameworks..... to be confident we will get to where we need to be!

Adults Improvement Journey

Graham Hodgkinson
Director of Adult Services

Improvement Journey

- 2010 CQC “adequate” in safeguarding and learning disability services
- Improvement Programme 2010-2013 to address safeguarding and personalisation issues
- May 2012 Safeguarding Peer Challenge undertaken
- June 2012 Adult Social Care Peer Review undertaken
- Jan 2013 Towards Excellence in Adult Social Care (TEASC)
- The Board endorsed the assessments of progress made to date.
- “Wirral’s willingness to access peer support and rigorous peer challenge has been evident.”

What needs to change and why

- Spend on Adult Social Care relatively low (bottom 25%) against comparators
- But; reflects mixed picture and opportunities for more creative working
- Older People
 - Relatively low spend, but high numbers supported
 - Too much reliance on residential and nursing care
 - Poor range of cheap low quality domiciliary care
 - Very low direct payments
- Disabled People
 - Relatively high spend, high unit costs
 - High numbers accessing day services
 - High numbers accessing nursing and residential care
 - Transition arrangements ineffective

Where will we be in 2016

- More effective care and health system
- Emphasis on neighbourhood delivery model
- Ambitious transformation programme
- Embedded co-production at strategic and operational level
- Clear targeted commissioning focus
- Coordinated and effective delivery to people across the whole Council

Organising services differently

- 3 to 5 year business model focus on changing the care offer
- Deliver ambitious transformation projects on budget
- Greater integration with NHS partners
- Identify 2014-16 savings to replace one-off 2013-14 support additional £8.8M
- In addition to 3 year Savings of £10.6M

Progress so far

- Improved culture and transparent leadership
- There is self-awareness, self assessment and openness to external challenges
- Improved commissioning capacity and plans
- Increasingly personalised approaches and a workforce up for change
- Commitment to improve services together in health and social care
- Safeguarding people more effectively across organisations

Peer Challenge Feedback, May 2013



Wirral Council Corporate Peer Challenge: follow up visit

Feedback from the peer team
May 2013

09.05.13

www.local.gov.uk

The peer challenge team

- Rob Vincent – former Chief Executive of Kirklees Council and Doncaster Council
 - Councillor Peter Smith – Leader of Wigan Council
 - Councillor Michael White – Leader of Havering Council
 - Jamie Morris – Executive Director, Walsall Council
 - Ian Simpson – Performance Improvement Consultant
 - Andy Bates – Principal Adviser (Peer Support) LGA
 - Paul Clarke – LGA Peer Challenge Manager
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The process & purpose of peer challenge

Peer challenges are improvement-focussed and tailored to meet individual council's needs. They are designed to complement and add value to a council's own performance and improvement focus. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends, not as assessors or inspectors.

Scope and 'brief' for the visit

- Follow up visit by the peer challenge team (from October 2012)
- Purpose of our visit is to help check and recognise progress made since the peer challenge by identifying:
 - notable successes since the peer challenge in Oct/Nov 2012
 - areas for further attention, improvement and development
- Particular emphasis on:
 - Financial risk management
 - Organisational development and transformation
 - Governance and decision-making

Messages from the peer challenge in October 2012

- You have a good grasp on the scale and urgency of the challenges you face.
 - The overall strategy you are working to is appropriate.
 - The approach, pace and sequencing of change makes sense. There are significant risks but no alternatives.
 - There is clear and visible leadership and an organisation that is up for the change.
 - There are underlying strengths in the organisation
 - Keep sharpening your strategic planning, risk management, and thinking ahead
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Our recommendations – October 2012

1. Keep to your approach and sustain the pace. Keep tightening the programming and delivery. Hold your nerve.
 2. Keep the focus and pace on the budget challenges. Keep going on the long term vision in parallel (not in sequence).
 3. Make sure you have the capacity and skills when and where you need them – look within the organisation, plan ahead for filling gaps, continue to draw on the willingness of the sector and partners to support.
 4. Further develop your approach to asset management, office accommodation strategy, agile working (supported by effective ICT) and performance management, all of which will help to maximise your organisational capacity.
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Our recommendations – October 2012

5. Continue your emphasis on good communications, plan ahead so that communications are timely and ensure an open dialogue. Ensure it is built into the way you do business.
 6. As you strengthen the corporate capacity seize the opportunity to create a collective and cohesive leadership.
 7. Keep assessing your risks. Review your corporate risk register and use it to inform planning and decision-making
 8. Accelerate ground work on radical options for service delivery. Use learning from others in the sector.
 9. Take the urgent steps you have identified to strengthen governance. Make sure you complete the full review of governance and decision-making thoroughly.
 10. Don't take your eyes off the quality of the services you provide to the people of Wirral.
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Overall impressions – May 2013

- Notable progress since the peer challenge in Oct 2012:
 - Organisation feels more confident and decisive about the issues it faces
 - External recognition of improvement and greater role in city region
 - Significant headway has been made to identify savings and begin to stabilise finances
 - Key changes to governance are being implemented and/or proposed
 - Learning and challenge has been sought from others
 - New corporate plan with clear priorities
 - BUT significant challenges and risks remain.
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Financial risk management

- You have rightly given intense attention to and got a better grip of the budget position. Significant headway on identifying savings.
 - But you still face major challenges during this year in delivering the identified savings. There remain substantial risks.
 - New savings options and decisions will become harder – don't underestimate the challenge.
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Organisational development and transformation (1)

- Changes in attitude and behaviours
- Increased corporate leadership capacity. New director appointments seen as positive. Be visible.
- Strengthen corporate support functions (finance, HR, ICT, legal) for the long term. In moving forward consider the future style of the finance function.
- Important now to fully implement a performance system and culture
- There will be fewer managers – take care that they are well supported
- Keep an eye on indicators of organisational health, e.g. staff morale

Organisational development and transformation (2)

- Not yet a fully formed vision of the council of the future that drives and informs the transformation programme.
 - Programme needs further development:
 - Is it ambitious enough?
 - Are linkages, sequencing, and inter-dependencies clear?
 - Is their sufficient capacity to deliver?
 - Programme management and governance
 - Contribution to budget strategy
 - Ownership from the whole organisation
 - Let staff know what is happening and it how impacts on them
 - Take residents with you
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Governance and decision-making

- Steps have been taken to improve and strengthen governance, e.g. scheme of delegation, constitutional changes, strengthened scrutiny
 - Openness and transparency in dealing with debts issue
 - Constituency committees – ambitious plans, good progress and partner buy-in.
 - Keep under review the constitutional changes to ensure genuine opportunities for debate and holding to account
 - PSB looks like it will work well. But think through how it relates to your ambition for the HWB and how partnerships fit together
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Key issues to take forward

1. Continue emphasis on financial management – robust monitoring to ensure that savings are delivered
 2. Progress the thinking on the council of the future so that it drives and informs the transformation programme.
 3. Strengthen corporate functions to enable change to be delivered
 4. Continue to do things at pace, hold your nerve and be prepared to take the tougher decisions ahead
 5. Use your political and managerial leadership to promote cultural change
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