



Cabinet

Date:	Thursday, 29 March 2012
Time:	5.30 pm
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer: Mark Delap
Tel: 0151 691 8500
e-mail: markdelap@wirral.gov.uk
Website: <http://www.wirral.gov.uk>

AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

The members of the Cabinet are invited to consider whether they have a personal or prejudicial interest in connection with any of the items on this agenda and, if so, to declare it and state the nature of such interest.

KEY THEME: CLEANING UP AND MOVING FORWARD

2. DRAFT CORPORATE PLAN 2012/13 (Pages 1 - 26)
3. CORPORATE AND BUSINESS PLANNING (Pages 27 - 42)
4. ESTABLISHMENT OF ALL PARTY BUSINESS DELIVERY BOARD AND STRATEGIC CHANGE PROGRAMME BOARD (Pages 43 - 54)

KEY THEME: INVESTING IN PEOPLE AND PERFORMANCE

5. DELIVERING CORPORATE GOVERNANCE (Pages 55 - 58)

KEY THEME: STAFF CONCERN

6. CHANGING WIRRAL COUNCIL'S CORPORATE CULTURE (Pages 59 - 74)
7. APPOINTMENT OF AN INDEPENDENT OMBUDSMAN (Pages 75 - 80)

KEY THEME: DESIGNING OUR FUTURE BUSINESS

8. ESTABLISHMENT OF A STRATEGIC CHANGE PROGRAMME BOARD WORKING GROUP AND REVITALISATION OF THE STRATEGIC CHANGE PROGRAMME

See Report at Agenda Item 4

9. CORPORATE COMMISSIONING STRATEGY FRAMEWORK (Pages 81 - 86)

KEY THEME: KEEPING ADULTS AND FAMILIES SAFE

10. DEPARTMENT OF ADULT SOCIAL SERVICES KEY DELIVERY PRIORITIES 2012 - 2014 (Pages 87 - 122)

11. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

To consider any other business that the Chair accepts as being urgent.

12. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

13. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

To consider any other business that the Chair accepts as being urgent.

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT:	2012-13 DRAFT CORPORATE PLAN
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

1.1 This report presents Cabinet with a draft 2012-13 Corporate Plan for consideration and referral to the Improvement Board.

2.0 BACKGROUND AND KEY ISSUES

2.1 Council at its meeting on 13 February 2012 (Minute 122) instructed officers to prepare a report that sets out a process and timetable that will deliver an updated corporate plan within six months that:

- *Captures any work done to date, particularly focussing on comments provided by OSCs and partner organisations*
- *Leads to the preparation of an updated draft plan by the middle of May*
- *Builds in a 6 week policy public consultation period*
- *Reports back to Council at the end of August*
- *Informs the Budget Planning process and enables publication of a draft Budget to December Council*

2.2. The 2012/13 draft corporate plan was reported to Council on 2 February 2012 where it was resolved that a report be prepared that captures the comments provided by the Overview and Scrutiny Committees (OSC) and partner organisations.

2.3 A summary of the amendments to the draft 2012/13 Corporate Plan compared to the existing 2011/12 plan are set out below. The following focuses have been included in the 2012/13 draft corporate plan following consultation with the Overview and Scrutiny Committees (OSC) and partner organisations:

- Working towards every child in Wirral is ready for school
- Tackling alcohol harm
- Tackling health inequalities
- Implementing a mortgage assistance scheme
- Delivering improvements to town centres
- Ensuring Wirral plays a key role in the regional opportunities presented by the Liverpool City Region and Local Enterprise Partnership
- Ensuring that the Wirral Waters development complements the wider economic regeneration strategy for the Borough

2.4 An updated draft corporate plan is attached at **appendix 1** incorporating these amendments. Cabinet are requested to approve the draft corporate plan and to refer it to the Improvement Board for approval.

2.5 Departments will then develop departmental plans on the basis of the 2012/13 Corporate Plan. It is proposed that departmental plans are approved by the relevant Chief Officer with the Chief Executive and appropriate Portfolio Holders.

3.0 RELEVANT RISKS

3.1 The corporate risk register will be revised in line with the draft Corporate Plan for 2012-13 to ensure that any risks to delivering Council goals are understood and mitigating actions put in place as appropriate.

4.0 OTHER OPTIONS CONSIDERED

4.1 Not applicable.

5.0 CONSULTATION

5.1 Consultation has been undertaken with partner organisations and the relevant Overview and Scrutiny Committees.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 The draft Corporate Plan sets out actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

7.1 The Corporate Plan informs the Medium Term Financial Strategy and the Annual Budget which seek to allocate available resources to deliver the priorities as set out in the Plan. By 10 March each year the Council has to agree a Budget, and set Council Tax levels, for the following financial year.

8.0 LEGAL IMPLICATIONS

8.1 Legal implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

9.0 EQUALITIES IMPLICATIONS

91 An Equality Impact Assessment has been completed.

92 In developing individual business plans, departments will also be expected to address equalities implications as appropriate, including through undertaking Equality Impact Assessments in line with corporate requirements.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 Carbon reduction is a specific goal in the draft Corporate Plan. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 Planning and community safety implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

12.0 RECOMMENDATIONS

12.1 That Cabinet agrees the draft Corporate Plan.

12.2. That the report be referred to the Improvement Board for endorsement.

13.0 REASON FOR RECOMMENDATIONS

13.1 On 17 March 2011, the Council agreed a three year Corporate Plan for 2011-14, with a focus on the activity that would be delivered during the current year (2011-12). In line with best practice, and to ensure that the changing needs and priorities of local people are addressed alongside the corporate governance challenges and opportunities faced by the Council, the Corporate Plan has been reviewed and refreshed to ensure that it is fit for purpose for 2012-13.

REPORT AUTHOR: Tom Sault
Head of Financial Services
Telephone: (0151) 666-3407
e-mail: tomsault@wirral.gov.uk

Lucy Beed
Corporate Performance Manager
Telephone (0151) 691-8106
e-mail: lucybeed@wirral.gov.uk

APPENDICES

Appendix 1: Draft Corporate Plan 2012-2013

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Corporate Plan 2011-2014 - Cabinet Council	17 March 2011 18 April 2011
Corporate Plan 2012-13 - Council	13 February 2012

This page is intentionally left blank

Your FAMILY: CHILDREN AND YOUNG PEOPLE

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Protect children and young people from harm</p>	<p>Improving outcomes for children in care and care leavers with a specific focus on foster care and adoption</p> <p>Improving outcomes for children and young people in need of protection</p> <p>Working to ensure children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced</p>	<p>Safely reduce the numbers of looked after children in out of borough residential placements to 615</p> <p>Ensure at least 15% of Looked After Children are adopted during the year</p> <p>Improve the stability of placements of looked after children by reducing the percentage of looked after children with three or more placements during the year to 9% and by improving the percentage of children to 70% who have had continuity of care in terms of where they are placed for at least two years</p> <p>Recruit an additional 35 foster carers this year</p> <p>Ensure 100% of child protection cases are reviewed within the required timescales</p> <p>Reduce the number of first time entrants into the youth justice system [not reported 11/12, deleted for 2012/13]</p> <p>Reduce the percentage of off licence premises which sold alcohol to an under age sales volunteer during a Trading Standards test purchasing exercise to 15% [poor performance 11/12, removed 12/13]</p> <p>Dept wants to add: Reduce the rate of permanent exclusions from school to 0.0%</p>
<p>Support schools and other settings to improve educational provision and attainment maintaining</p>	<p>Developing a new school improvement service focused on providing services to schools which demonstrably improve attainment in class rooms, supporting schools that wish to, to transfer smoothly to academy status</p>	<p>Provide 80% of Wirral schools with school improvement services [deleted for 2012/13]</p> <p>Improve achievement at Level 4 and above in both English</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>a specific focus on addressing the impact of poverty and disadvantage</p>	<p>Improving outcomes for children and young people where poverty and disadvantage affect their achievement</p> <p>Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities</p>	<p>and Maths at Key Stage 2 to 80% of pupils</p> <p>Improve attainment of 5+ GCSE A*-C (including English and Maths) to 64% of pupils</p> <p>Increase the numbers of looked after children achieving Level 4 at Key Stage 2 (by 50% in English and by 20% in Maths) and those achieving 5+ GCSE A*-C (including English and Maths) by 20%</p> <p>Reduce the achievement gap between pupils eligible for free school meals and their peers at by 17% at Key Stage 2 and by 29% at Key Stage 4</p> <p>Increase the attainment of children with Special Educational Needs statements at Level 4 and above in both English and Maths at Key Stage 2 to 18% of pupils</p> <p>Increase the number of children with Special Educational Needs statements achieving 5 A*-C GCSE (including English and Maths) to 10% of pupils</p>
<p>Ensure children and young people can participate and achieve their potential</p>	<p>Increasing the numbers of 16-18 young people in education, employment and training including vulnerable groups</p> <p>Providing children and young people with access to a range of appropriate play and developmental opportunities which meet their needs</p> <p>Providing opportunities for children and young</p>	<p>Decrease the numbers of young people not in education, employment and training to 9% of those aged 16-18 to 9% (target was 7.9% in 2011/12)</p> <p>Increase the numbers of care leavers in education, employment and training to 65%</p> <p>Implement the Ofsted action plan to reduce numbers of care leavers who are not in education, employment or training by September 2011 [completed]</p> <p>Increase numbers participating in youth activities to 28% of children and young people</p> <p>Ensure 100% of children in care aged 8 plus are aware of</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	people to be actively engaged in community and democratic decision-making processes	<p>the function of the Children in Care Council</p> <p>Have a dedicated website for children in care in place by August 2011 [completed]</p> <p>Dept wants to add Increase the number of secondary schools engaged with the Youth Parliament to 20]</p>
Provide early intervention and support for vulnerable children and families	<p>Improving outcomes for young children and families, especially the most vulnerable, through commissioning effective early years support and intervention and enhancing Sure Start provision</p> <p>Working toward ensuring that every child is ready for school</p>	<p>Improve Early Years foundation stage profile achievement to 60% and reduce the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest by 27%</p> <p>Build on the early progress made through the E-start data base to produce regular monitoring reports and ensure targeted provision for the most vulnerable with 70% registration</p> <p>Dept wants to add:</p> <p>Increase the % of Early Years Settings delivering flexibility in relation to the 15 hours free entitlement to 45%</p> <p>Increase the % of 0 - 5 year olds registered at a Children's Centre to 80%</p> <p>Increase the% of 0 - 5 year olds registered at a Children's Centre from disadvantaged backgrounds to 80%</p> <p>Increase the % of parents who rate the parent intervention service as successful to 90%</p> <p>Target activity with 50 families resulting in improved or stabilised family functioning in 50% of families.</p>
Improve the health and wellbeing of children and young people, maintaining a clear	Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people	<p>Reduce the under 18 conception rate per 1,000 15-17 year olds by 5%</p> <p>Decrease the number of hospital admissions caused by</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
focus on tackling health inequalities	Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle	unintentional and deliberate injuries (0-4 years) by 5% Reduce the obesity rate to 9.4% for 4-5 year olds and 18.6% of 10 – 11 year olds

Your FAMILY: ADULTS

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure vulnerable people in Wirral are safe and protected</p>	<p>Delivering the Care Quality Commission DASS Improvement Plan (completed)</p> <p>Introducing an integrated safeguarding strategy, working across the Council and with our partners to make sure that people are kept safe and protected through clear procedures that people understand and follow</p> <p>Ensuring we have the staff in place with the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents</p> <p>Maintaining a specific focus on the transition from childhood to adulthood</p>	<p>Co-ordinate safeguarding activity and preventative work through a strong Safeguarding Adult Partnership Board [delete]</p> <p>Implement a performance management framework for safeguarding adults which will include response times, investigations, protection plans and outcomes by June 2012 [delete]</p> <p>Ensure and be able to demonstrate that 100% of our relevant staff are trained and effectively safeguarding adults [delete]</p> <p>Further develop the Transition Service and evidence this by reporting numbers of service users and families whose outcomes have been met through support plans [delete, but add 100% of young adult transition plans are put in place during 2012/13 in section below]</p> <p>Dept wants to add from national ASCOF:</p> <p>93% of people responding to the 2012/13 Adult Social Care Survey report their services make them feel safe and secure</p> <p>100% of Safeguarding Alerts reported in 2012/13 are completed within 24 hours</p> <p>80% of Safeguarding Referrals in 2012/13 are completed within 28 days</p> <p>75% of scheduled reviews for residential homes in 2012/13 are completed (non ASCOF)</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure that the widest possible options for care and support are made available close to where people live</p>	<p>Delivering the re-provision of in-house care services whilst ensuring that we always engage with local communities, residents and carers to develop accessible services within their own communities which are safe and of the best quality</p> <p>Supporting the growth of voluntary, community and independent social care services</p>	<p>Have dedicated, co-located teams of social care fieldwork and health professionals to help people gain full independence after serious illness in the three Wirral localities, Adult Learning Disabilities Service and the Hospital Discharge Service by April 2012 [deleted]</p> <p>Support the establishment of an Information Hub, which will provide Wirral residents, social care and health professionals and the voluntary, community and faith sector access to information and advice regarding available care services by April 2012 [deleted]</p> <p>Dept wants to add from national ASCOF:</p> <p>77% of people responding to the 2012/13 Adult Social Care Survey report feeling in control</p> <p>90% of all those who approach the Department for support in 2012/13 are self-directing their support</p> <p>84% of Carers responding to the 2012/13 Carers Survey reported 'alright' or 'better' quality of life as a result of services</p> <p>90% of people responding to the 2012/13 Adult Social Care Survey report satisfaction with their services</p> <p>5% of those people with a learning disability known to the department in 2012/13 are intended to be in paid employment</p> <p>10% of those people with mental health issues known to the department in 2012/13 are intended to be in paid employment</p> <p>60% of those people with a learning disability known to the department in 2012/13 are intended to be in settled accommodation</p> <p>80% of those people with mental health issues known to the department in 2012/13 are intended to be in settled accommodation</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure that people can choose the care they need from a range of high-quality support services and options for care</p>	<p>Involving residents and carers in shaping the Council's approach to self-directed care and support, and supporting people to assess their own needs and make choices about the services that are right for them</p> <p>Promoting the use of personal budgets and direct payments</p>	<p>Ensure that 100% of those who approach us for support have the opportunity of completing their own, self-directed assessment [90% of all those who approach the Department for support in 2012/13 are self-directing their support through direct payments or personal budgets]</p> <p>Support 3,000 people to have a personal budget [deleted]</p> <p>Ensure that 100% of people who need social care support are offered the opportunity of taking up a personal budget [deleted]</p> <p>Ensure that 100% of people who have a personal budget or direct payment are made aware of the range of care services available to them [deleted]</p> <p>Dept wants to add from ASCOF:</p> <p>100% of young adults transition plans are put in place during 2012/13 (not ASCOF)</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey find it very or fairly easy to find information</p> <p>55% of carers responding to the 2012/13 Carers Survey report being included or consulted in discussions</p> <p>55% of people responding to the 2012/13 Adult Social Care Survey report being included in arranging their care.</p> <p>93% of people responding to the 2012/13 Adult Social Care Survey report being 'quite', 'extremely' or 'very' satisfied with their services</p> <p>58% % of carers responding to the 2012/13 Carers Survey report being 'fairly', 'very' or 'extremely' satisfied with social services</p> <p>H&WB O&S - should state how integrated, high quality services would be measured and therefore how it could be scrutinised (1) There was no mention of continuing public consultation (7)</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse</p>	<p>Focusing on high quality cost effective prevention measures through delivery of early intervention for those who are vulnerable or at risk to reduce the need for later interventions</p> <p>Working with the voluntary, community and faith sector to expand and communicate the support and guidance available to people in Wirral to maintain quality of life and maximum independence</p>	<p>Ensure that everybody who needs social care support has an opportunity to consider whether Assistive Technology, such as fall detectors and epilepsy sensors, may be able to support individuals to live independently for a long as possible [deleted]</p> <p>Ensure that all representatives of voluntary, community and faith social care organisations are involved in our service planning activities [deleted]</p> <p>Dept wants to add:</p> <p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.5 per 1,000 people</p> <p>92% of people discharged from hospital into re-ablement /rehabilitation in 2012/13 are intended to still at home after 91 days</p> <p>The proportion of people who are admitted into residential and nursing homes in 2012/13 is intended to be 1.9 per 100,000 people in 2012/13</p> <p>40% of Carers responding to the 2012/13 Carers Survey report finding it 'fairly' or 'very' easy to find information about services</p>
<p>Tackle alcohol and drug harm</p>	<p>Deliver the Drugs and Alcohol Substance Misuse Plan, which address issues around drugs and alcohol</p>	<p>No more than 3113 alcohol harm related hospital admissions per 100,000 population</p>

Your NEIGHBOURHOOD		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Reduce Wirral's carbon footprint	<p>Delivering the Council's carbon budget</p> <p>Working with residents, the voluntary sector and businesses to take steps to reduce energy use whilst improving the energy efficiency of the Council's buildings through the introduction of innovative energy saving measures and renewable technologies</p> <p>Working with our partners and the private sector to improve energy and resource efficiency to address and tackle fuel poverty</p>	<p>Reduce the Council's carbon footprint by 5% year on year (a total of 60% by 2025) – saving 2,030 tonnes in 2012/13</p> <p>Deliver savings of £80,000 from improved Council Energy Efficiency [completed]</p> <p>Solar Photovoltaic arrays will be installed on the roofs of 30 council-owned buildings in order to generate renewable energy by March 2013</p> <p>Increase levels of CRed take up by 500 pledges – CO2 reduction saving is approximately 200 tonnes [deleted]</p> <p>Install 8,000 cavity wall and loft insulation measures in private sector properties in 2012/13</p> <p>Effectively implement the Community Energy Efficiency Fund by March 2012 [deleted, on target at Q3]</p> <p>Deliver a heating improvement programme to 140 vulnerable private sector residents per year in 2011-12 and 2012-13 [dept requests deletion but this was a 2 year programme and therefore should consider adding "Deliver a heating improvement programme to 280 vulnerable private sector residents per by 2012-13"]</p>
Minimise waste by encouraging waste reduction and recycling	<p>Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates</p>	<p>Reduce the tonnage of residual household waste to 510 during 2012/13 in line with Joint Municipal Waste Management Strategy targets currently under review.</p> <p>Increase the proportion of household waste recycled to 40% during 2012/13 to work towards the draft National Target of 50% recycling by 2020.</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	Maintaining high levels of participation in the kerbside recycling scheme through the delivery of a reliable waste collection service	<p>Provide access to recycling collections to all households in Wirral by May 2011. [completed]</p> <p>Maintain current low levels of missed bins collections (40 missed bins per 100,000 collections) [deleted]</p>
Have high standards of environmental quality across Wirral	<p>Delivering a reliable street cleansing service</p> <p>Delivering a targeted programme of street cleansing and environmental improvements in our 27 local and district shopping centres</p> <p>Reducing levels of fly-tipping through targeted environmental education and enforcement</p>	<p>Maintain low levels of streets that fail to meet environmental quality standards during routine inspections so that levels do not exceed 8%</p> <p>Deliver street cleansing programme and environmental improvements in shopping centres during 2011/12 [deleted]</p> <p>Reduce the quantity and incidence of fly-tipping across the Borough to maintain Flycapture 'good' rating. [deleted]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Have a safe and well-maintained highway network for all users</p>	<p>Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements</p> <p>Implementing statutory 20 miles per hour speed restrictions in non-major roads to make our roads safer in residential areas and outside our schools</p> <p>Delivering a comprehensive inspection programme on the highway network</p>	<p>By 2020, reduce the total number of people killed or seriously injured (KSI) road traffic casualties by 50%, compared with the average for 2004-8;</p> <ul style="list-style-type: none"> ▪ Target for 2011 : reduce to 106 ▪ Target for 2012 : reduce to 104 ▪ Target for 2013 : reduce to 102 <p>Implement a speed restriction programme during 2011/12 [deleted – Q3 amber]</p> <p>Prevent any increase in the length of principal classified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</p> <p>Prevent any increase in the length of non-principal Classified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</p> <p>Prevent any increase in the length of unclassified roads requiring maintenance treatment during 2011-12 [replace with single measure see below]</p> <p>Prevent any increase (0%) in the length of roads (principal classified; non-principal classified and unclassified) requiring maintenance treatment during 2012-13</p>
<p>Provide and maintain high quality parks and open spaces in partnership with local communities</p>	<p>Improving Wirral's parks and countryside service</p> <p>Delivering a programme of improvements in parks funded by the capital programme</p>	<p>Increase the number of parks attaining an agreed quality standard from 12 to 13 by 2012/13</p> <p>Dept to add: Achieve 100% of the 9 key outcomes of the delivery action plan by March 2013</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Provide high quality, value for money leisure and cultural facilities for Wirral residents</p>	<p>Making our libraries fit for the 21st century and integrating the Council's information services including libraries and one stop shops to provide one, seamless service for our residents</p> <p>Promote the Council's leisure facilities to encourage greater take up of services</p> <p>Developing the museum service by implementing a marketing and promotions plan</p>	<p>Roll out Wi Fi across Libraries by July 2011 [deleted – projects delayed confirm completion]</p> <p>Install information Screens in every Library by July 2011 [deleted – projects delayed confirm completion]</p> <p>Install E books in every Library by September 2011 [deleted – projects delayed confirm completion]</p> <p>Complete 1st phased integration to co-locate two libraries with one stop shops by July 2011 [deleted – projects delayed confirm completion]</p> <p>Increase the number of Wirral residents participating in sport and physical activity by 1%</p> <p>Increase the numbers of visitors to the Williamson Art Gallery and Priory by 10% in 2011/12 [deleted, difficulties reporting during 2011/12]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Respond to and recover effectively from incidents and emergencies</p>	<p>Planning and collaborating with all stakeholders through an effective Flood and Water Management Partnership to ensure Wirral is prepared for any foreseeable incidents or emergencies, e.g. flooding, ice and snow, and develop an emergency planning community volunteer scheme</p> <p>Ensuring effective business continuity plans are in place for the Council to enable the delivery of critical services</p>	<p>Investigate all occurrences of surface water flooding that affect Wirral properties [deleted Q1- 3 green]</p> <p>Review the 2010/11 performance of winter resilience arrangements and the highways winter maintenance service by June 2011 [deleted Q1- 3 green]</p> <p>Publish a programme of snow and ice clearance in the busiest pedestrian and shopping areas by October 2011 [deleted Q1- 3 green]</p> <p>Consider arrangements for waste collection during severe winter weather in renegotiation of the waste collection contract by November 2011 [deleted Q1- 3 green]</p> <p>Ensure that Council response meets national guidelines on minimum temperatures [deleted Q1- 3 green]</p> <p>Ensure that all plans are reviewed and exercised by March 2012 [replace with Develop assurance measures to ensure partners have agreed business continuity arrangements in place]</p> <p>Dept added:</p> <p>Develop a Wirral Emergency Volunteer Scheme (WEVS)</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Support vulnerable people in maintaining their independence in the community	Reviewing housing services for vulnerable people and ensure that Council services work together to deliver outcomes to agreed quality	<p>To review 23 housing services to inform contract negotiations due for renewal</p> <p>Retender supported housing services for people with learning disabilities by March 2012 [suggest requesting confirmation of status of 11/12 target and planned completion date (Q1-2 Amber, Q3 Green) - Cabinet 13/10/11 approved an extension of 4 months, with an option to extend further up to 6 months if required), if not to be completed during 11/12 request update for 12/13 Q1 performance review. Suggest consideration of new target, maybe based around implementation of renegotiated services]</p> <p>Increase the percentage of care leavers in suitable accommodation to 95%</p>
Prevent and alleviate homelessness	Providing a range of suitable housing options and early interventions to tackle homelessness in partnership with others	Provide advice and support to 600 people to prevent homelessness
Make best use of the existing housing stock across all sectors	Providing good quality accommodation to meet housing needs and bring empty properties back into use through working with partner organisations including the private sector	<p>Bring back into use 250 homes per year which have been empty longer than six months</p> <p>Accredit 200 privately rented properties per year</p> <p>Implement a new Sub Regional Choice Based Lettings Scheme by December 2011 [(Q1 & 3 Green, Q2 Red - Cabinet notified at Q2 delivery date slipped to Apr 12, with implementation date June 12)</p> <p>Implement proposals to reduce under occupation in social housing by August 2011 [deleted (Q1 Green Q2-3 Amber)]</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Provide new and affordable homes	<p>Responding to housing market failure and restructuring housing market with partner organisations</p> <p>Exploring alternative funding and delivery mechanisms to provide new homes, including developing a proposal to provide a Council mortgage assistance scheme, aimed at first time buyers</p>	<p>Assemble and release 2.9 hectares of land for new-build housing and development</p> <p>Support the delivery of 216 new homes in 2012/13 across the borough</p> <p>Proposed mortgage assistance scheme to be considered by Members by September 2012 and set out an action plan to implement scheme</p>
Reduce anti-social behaviour and improve community safety	<p>Conducting a full review of the Council's and partner organisations approach to anti-social behaviour, including the implementation of community justice</p> <p>Providing advocacy and support for survivors of domestic violence, building on the effective partnership working that has led to reductions in repeat incidences in the highest level cases</p>	<p>Complete full review of anti-social behaviour</p> <p>Prevent no more than 12% of domestic violence cases reviewed at Multi Agency Risk Assessment Committee (MARAC) from being repeat incidences within 12 months of the MARAC review (21% is the national average) deleted, dept suggests Indicator to be agreed and baselined during 2012/13. Possible priority target for 12/13 whilst domestic violence indicator is being agreed / baselined]</p>

Your ECONOMY		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
<p>Rebalance Wirral's economy and improve access to employment and skills opportunities and tackle barriers to work</p>	<p>Implementing the Investment Strategy</p> <p>Ensuring that business growth is linked to increasing employment opportunities</p> <p>Increasing investment in the Wirral Apprenticeship Scheme with an emphasis on Level 3 attainment in Apprenticeship schemes where appropriate</p> <p>Co-ordinating effective outreach and engagement activity to directly target hard to reach people and groups</p>	<p>Increase GVA per head by 2.45% in 2012/13 to £12,102</p> <p>Reduce the number of people claiming out of work benefits to 17.2%</p> <p>Reduce the number of people claiming out of work benefits in deprived areas to 33%</p> <p>Support 313 apprentices by 2012 [Directly support 30 apprenticeship opportunities ensuring they attain level three in the programme]</p>
<p>Market Wirral as a world class location for businesses and visitors</p>	<p>Playing a lead role promoting Wirral overseas, and supporting Wirral businesses to access new markets and opportunities</p> <p>Supporting the Wirral Waters development and ensuring that this complements retail and other developments in Birkenhead and across Wirral</p> <p>Continuing Business Investment Grants to ensure they are targeted to achieve maximum impact, but also supporting local businesses to access new or alternative funding such as the Regional Growth Fund</p> <p>Supporting the Destination Marketing of Wirral as a business and visitor location, including in regard to the 2012 Women's Golf Open</p>	<p>Realise £16m total investment value via Invest Wirral</p> <p>Increase the number of jobs created and safeguarded via Invest Wirral to 925</p> <p>Increase Wirral's visitor economy spend by 3% to £284 million in 2012/13</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
	<p>Exploit opportunities offered for low carbon jobs, technologies and services to create sustainable economic growth</p> <p>Continue our strategic activity with Liverpool City Region partners and The Local Enterprise Partnership</p>	<p>Deliver recommendations further to the Green Growth review undertaken by scrutiny</p> <p>Dept to add :</p> <p>Develop 15,000sqm of business floorspace in 2012/13</p> <p>Work in partnership with traders to complete up to 12 town centre action plans [by ????] as part of the Town Centre & Local District Study and Delivery Framework</p>
<p>Make Wirral Council one of the most business friendly and supportive Councils in the country</p>	<p>Co-ordinating all business support services through Invest Wirral</p> <p>Engaging with and listening to business through the Wirral Business Forum, the Wirral Jobs Commission and the Local Enterprise Partnership</p> <p>Continuing to support the activities of the Wirral Tourism Business Network, to increase the value of Wirral's visitor economy, and continuing to implement Wirral's Tourism Strategy</p> <p>Building on existing activity to tackle empty shops and support local retail centres businesses and traders</p>	<p>Single touch point investor strategy in place by July 2011 [complete]</p> <p>[Dept to add: Engage with 800 businesses]</p> <p>Increase membership of Wirral Business Forum by 500</p> <p>Increase Tourism Business Assists to 300 in 2011/12 [deleted]</p>

Your COUNCIL		
Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Deliver Wirral's improvement priorities	<p>Putting in place an agreed Corporate Plan that sets clear priorities reflecting a good understanding of citizens and customers views through consultation, participation and localism</p> <p>Developing a rigorous performance management framework and performance appraisal arrangements</p> <p>Ensuring that there is a clear organisational focus on critical service areas such as safeguarding (children and adults) and developing the local economy</p> <p>Developing a clear longer-term financial plan, linked to the Corporate Plan, including the enhancement of the Strategic Change Programme and development of a clear commissioning strategy</p> <p>Ensuring that there are strong arrangements in place for risk, audit and whistleblowing</p> <p>Put in place a clear scheme of delegation and agree a clear protocol on sharing information with members</p> <p>Need to consider how issues of openness and leadership can be reflected, e.g. delivery of cultural change programme</p>	
Reduce the running costs of the Council by improving the efficiency and value for money of	Delivering the Strategic Change Programme (SCP) to improve the way we work and drive down the costs of running the Council.	Deliver SCP 2011-2012 projects to deliver agreed benefits to the agreed quality, on time and to budget [targets not set for 2012/13, Q3=red]

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
Council services whilst reducing bureaucracy	Ensuring every pound spent by the Council adds value to services or is returned to residents through its Council Tax requirement	<p>Ensure all projects proposed to SCP during 2011-2012 have defined and achievable benefits to Council services, or budget [targets not set for 2012/13, Q3=red]</p> <p>Deliver 2011-2012 budget & ensure 2012 -2013 budget is sustainable, matched to agreed need and aligned to residents' priorities. [targets not set for 2012/13]</p>
A well led, skilled, committed and flexible workforce working on behalf of Wirral residents and businesses	<p>Ensuring Council staff are supported at a time of rapid organisational change, well led and provided with the professional and personal development required to deliver outstanding customer service and the Council's agreed priorities</p> <p>Providing regular, cost conscious and effective communication for all Council staff.</p>	<p>Put a People's Strategy and Organisational development plan in place by July 2011 [completed, suggest measure to delivery of cultural change programme]</p> <p>Reduce sickness absence to less than an average of 9.5 days per person</p> <p>Publish workforce information as set out in the 2010 Equality Duty by July 2011 [targets not set for 2012/13, (Q1 Green, Q2-3 Amber)],</p> <p>Review HR policies by April 2012 (Q1-3 Amber - Focus on other key projects has led to slippages in timescales, resources need to be re-allocated and plan put in place to deliver to timescales) revised completion date September 2012, but deleted for 2012/13]</p> <p>Implement Job Evaluation (Stage 3) by April 2012 [project assessed as Green (Q1), then Amber (Q2-3). Likely end date July 2012, not put forward for 2012/13]</p> <p>Implement a Internal Communications Strategy by July 2011 [targets not set for 2012/13, Q1-3 reported Green]</p> <p>2012/13 suggested targets included absenteeism, absenteeism due to stress, number of appraisals completed, managers completing mandatory training. Dept submitted targets for % of workforce who are women, black and disabled, which does not reflect the goal of a</p>

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
		committed flexible workforce.
Support the development of a bigger and stronger society	<p>Involving residents in determining Council priorities through meaningful and transparent consultation</p> <p>Ensuring the Council meets the legal requirements of the 2010 Equality Duty</p> <p>Increasing opportunities for local Councillors, residents and communities to make real improvements to their neighbourhoods</p> <p>The Council playing its full part in ending child poverty</p> <p>Reviewing how the Council promotes volunteering, funds the voluntary, community and faith organisations and provide opportunities to increase their involvement of the sector in delivering Council services</p> <p>Promote cooperatives, mutuals and social enterprises</p>	<p>Put in place an annual budget consultation programme</p> <p>Publish specific and measurable equality objectives [date required]</p> <p>Develop local plans for each area forum in consultation with communities</p> <p>Deliver a Wirral Child and Family Poverty Strategy and action plan</p> <p>Work with the voluntary, community and faith sector to:</p> <p>Map voluntary, community and faith sector activity and outcomes in Wirral to provide a baseline for future development</p> <p>Put in place a single strategy for funding the sector and commissioning services</p> <p>Review the Council's approach to engagement with the sector to put in place structures, and a clear policy framework</p> <p>Establish a 'Right to Provide' policy framework [date required]</p>
Develop wider public sector partnerships for the improvement of	Effectively manage the transfer of Public health responsibilities from the Primary Care Trust to Wirral Council	In advance of full transfer of public health responsibilities and budget in April 2013:

Our goals for the next three years are to...	This year, we will focus on...	Our targets are to...
services to Wirral residents	Revitalising the Local Strategic Partnership	<p>Establish a Health and Wellbeing Board by October 2011 [completed]</p> <p>Agree changes in Wirral Council organisational structures required by April 2012 [completed]</p> <p>Identify a programme of activities for 2012-13, in line with the Council's annual consultation process, to inform priorities for public health following transfer</p> <p>Agree membership, form and function of Wirral's Local Strategic Partnership [date required]</p>

This page is intentionally left blank

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT	CORPORATE AND BUSINESS PLANNING
WARD/S AFFECTED	ALL
REPORT OF	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER	COUNCILLOR JEFF GREEN
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

- 1.1 It is imperative the Council has a robust approach to business planning to ensure that decisions relating to the vision, priorities and resource allocation are based on a robust evidence base and analysis of community needs.
- 1.2 This report sets out an approach for developing a three year Corporate Plan and the timetable for doing so to ensure that consultation is embedded into the business planning arrangements which inform the future priorities and to enable the priorities identified in the Corporate Plan to be delivered by a sustainable budget over the three year period.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The findings of an independent review, reported to Cabinet on 22 September 2011, highlighted failures in the Corporate Governance arrangements. The report by Anna Klonowski Associates advised that the Council governance arrangements needed to ensure that:-
- Authority policies are implemented in practice.
 - Authority values and ethical standards are met.
 - Laws and regulations are complied with.
 - Required processes are adhered to.
 - Published information is accurate and reliable.
 - Human, financial and other resources are managed efficiently and effectively.
 - High-quality services are delivered efficiently and effectively.
- 2.2 In response to the findings project teams were established to review critical functions including aligning business planning and budget setting, performance management and the policy. The Corporate and Business Planning arrangements are key to ensuring the organisation ensures that the agreed priorities are properly identified and then delivered from within the available resources. The findings of the project teams; including relevant best practice identified from both within the Council and from other local authorities has been reflected within the proposed approach of aligning business planning with budget setting, the business planning timetable and developing performance management.

2.3 Council on 2 February 2012 instructed officers to prepare a report that set out a process and timetable that would deliver an updated Corporate Plan within six months that:

- Captures any work done to date, particularly focussing on comments provided by Overview & Scrutiny Committees and partner organisations.
- Leads to the preparation of an updated draft Corporate Plan by the middle of May.
- Builds in a six week policy public consultation period.
- Reports back to Council at the end of August.
- Informs the Budget Planning process and enables publication of a draft Budget to December Council.

2.4 Council on 1 March 2012 approved the budget 2012/13 setting out a commitment to embed engagement and consultation in all Council budget and decision making processes. Council resolved that:

“We will ensure this Council is in the future focussed upon serving and protecting local people and in particular those who are most vulnerable and in need. This Council must do this through the engagement and empowerment of individuals and communities in both the design and delivery of local services, and by working together with partners in the public, private and the community, voluntary and faith and independent sectors. We therefore instruct the Chief Executive to bring forward proposals to change the Council’s policy framework to ensure that lawful consultation and engagement are central to all budget & decision making processes in the future.”

2.5 In responding to the independent review an Improvement Board has been established in partnership with the Local Government Association. This Board provides oversight, support and challenge to the improvement and transformation plans. The Improvement Plan includes five priorities of which two relate to this report in the Corporate Plan and Budget and Financial Stability. This means developing a Corporate Plan that sets clear priorities reflecting a good understanding of citizens views through consultation, participation and localism, is set with the knowledge of, and responding to, the reducing levels of resources available and is underpinned by rigorous performance management arrangements.

DEVELOPING THE 2013/14 CORPORATE PLAN

2.6 In seeking to address the issues raised by the independent review and the decisions of Council the following approach is recommended for developing a three year Corporate Plan 2013/14 – 2015/16.

a) **Aligning business planning with budget setting**

The three year Corporate Plan will set out the delivery of the vision and priorities to inform the budget setting process. The resources available to the Council have reduced significantly in recent years and will continue to do so for the foreseeable future. Against this there are increasing demands in respect of social care and the increasing expectations local people. This puts pressure on allocating the resources available to deliver the aims and objectives as detailed in the Corporate Plan whilst ensuring that the budget is sustainable for the three year period. It is imperative that resources are aligned to the priorities.

An annual review will be undertaken to reflect local and national changes and any emerging policy which may impact upon these priorities, and any updated financial projections which include the decisions on funding from the Government flowing from the Spending Review and the Local Government Finance Settlement.

Whilst set out in the Medium Term Financial Strategy the financial projections are subject of regular updates to Cabinet. The Settlement is announced by the Government each December with the figures being confirmed in advance of the 10 March by when the Council has a legal duty to set a Budget for the following financial year.

b) **Reviewing services using a robust evidence base**

The Improvement Plan adopted by the Improvement Board identifies the importance of developing a Corporate Plan which is clear and focussed with an understanding of the views of citizens and customers underpinning the plan. The Policy Unit will lead on the development of a robust evidence base which will be critical to determining the future priorities and identifying those that may not be priorities. This will include a series of challenge sessions at the beginning of the process for developing the Corporate Plan and will lead to the development of a series of issues papers including relevant information relating to performance, finance, equalities and the outcome of previous consultation programmes. This approach will ensure that the Corporate Plan has a strong evidence base as its foundation, and consultation and engagement with local residents, communities and businesses will feed into its development.

The developing Commissioning Strategy will become increasingly influential in determining the future provision of services to meet people's needs. This will involve services provided by the local authority, local health and other public sector agencies and the voluntary, community and faith sector.

c) **Engaging and consulting with Wirral's local communities**

Wirral is a borough of vibrant, active and committed communities, who are proud of their local neighbourhoods. The Council will commit to ensuring that their views are sought, listened to and acted upon in relation to decisions and issues that are important to them or affect them. No decision will be taken which affects our local communities without robust, comprehensive and genuine consultation.

The Council is currently acting upon what local residents have told us already with detailed actions for the 11 Neighbourhood Plans in development based on residents' views.

A critical component of business planning will be a 12 week consultation programme to ensure that local people, businesses, community groups and other organisations have the opportunity to tell us what they think and what is important to them. By ensuring that the consultation processes leave no part of Wirral behind and by acting upon what we are told this approach recognises that the people who know what is best for Wirral are the people living every day in the communities the Council is here to serve.

The Council Tax Explained Booklet is produced annually and sent with the Council Tax Demand to all households on Wirral. This Booklet provides a means to set out the Council plans for the forthcoming year alongside the financial information and the information provided by other agencies.

d) Delivering the Plan through performance management

There remain huge challenges across the public sector as the drive for improved productivity and efficiency continues. This changes the context for managing performance within local government; diminishing budgets requires us to make effective use of resources with an increased emphasis on local accountability through heightened public interest in performance and value for money. Performance management should therefore focus on securing better outcomes.

The Improvement Plan sets out the importance of having measurable targets and robust performance management arrangements in place. It is recommended that the Corporate Plan is accompanied by a coherent set of performance measures and targets to determine the intended level of improvement required for achieving the priorities over the three year period. All measures and targets need to be subject to regular and rigorous review as they are the basis of robust performance management and monitoring arrangements.

Performance reporting needs to be understandable for staff, Members, service users and citizens, enabling them to make their own assessment of service delivery. Performance information therefore needs to be accessible, clear and candid, leading to greater transparency both within and outside the organisation on how we are performing.

It is proposed to establish a Party Business Delivery Board to support the Cabinet by adopting a detailed oversight of progress on the Corporate Plan. The focus for Members and Senior Management will be on the Corporate Plan priority areas and those business critical indicators. This will be underpinned by broader performance information including intelligence on corporate health, citizen outcomes and experience, finance and risk.

The delivery of the Corporate Plan will be supported by key strategic documents including the Wirral Investment Strategy, Children and Young People's Plan and Child Poverty Strategy. Departments will develop three year departmental plans which will underpin the Corporate Plan and set out in more detail how the activities identified within the plan will be delivered together with the agreed resources required.

All employees need to see how their contribution is reflected in what Members, the Executive Team and the public see as organisational performance. This will be achieved through the hierarchy of Corporate Plan, Departmental Plans and individual plans so that performance management creates an expectation of how we will behave, with everyone accepting a role in managing performance and taking the necessary actions to ensure improvement.

BUSINESS PLANNING TIMETABLE

- 2.7 The proposed timetable and arrangements for developing the Corporate Plan and associated Departmental Plans:-

Date	Activity	Lead	Who is involved?
May 2012	Review Of Services Challenge sessions take place with departments and relevant portfolio holders to discuss future challenges and opportunities.	Policy Unit Finance	Chief Officers Members
June 2012	Review Of Services Issue papers developed on a robust evidence base and understanding of the challenges and opportunities facing the borough. To include relevant performance and financial information, equalities considerations, existing consultation and commissioning findings.	Policy Unit Finance	Members Partners (inc the statutory, private and the voluntary, community & faith sectors)
June / July 2012	Review Of Services Committees review the issues papers and make recommendations to Cabinet on options for consultation.	N/A	Members
July 2012	Review Of Services / Consultation Report on the issues papers and approval of options for consultation.	N/A	Cabinet

Date	Activity	Lead	Who is involved?
July 2012 to September 2012	Consultation Public consultation commences with a 12 week comprehensive programme of community engagement events and activities. There will be a specific focus on engagement activities to ensure that all communities have an opportunity to provide their views during the consultation period.	Community Engagement Team	Local Communities Customers Workforce Members Partners (inc the statutory, private and the voluntary, community & faith sectors)
October 2012	Aligning Review of the key strategies supporting the Corporate Plan including Medium Term Financial, Capital, IT, Customer Access, People, Assets and Risk as well as the evolving Commissioning Strategy.	H R Policy Unit Finance	Members Departments
November 2012	Consultation Report on consultation findings.	Policy Unit	Cabinet
December 2012	Aligning and Consultation Report on draft priorities for the Corporate Plan and draft Budget proposals. Capital Programme and Insurance Fund Budget to be agreed and Provisional Local Government Finance Settlement announced. Further consultation of any specific proposals.	Policy Unit Finance	Cabinet Council
January 2013	Aligning Departments to draft three year Service Plans per the draft Corporate Plan priorities (to include the setting of three year targets which must be challenging but deliverable and developed by proactively using benchmarking and trend information).	Chief Officers	Departments
	Pension Fund Budget to be agreed	Finance	Pensions Committee
February 2013	Agreement Final Corporate Plan and Budget proposals for the Council and for Schools for referral to the March Council meeting.	Policy Unit Finance	Cabinet Council
March 2013	Agreement and Implementation Approval of departmental plans by the relevant Chief Officer together with the Chief Executive and appropriate Portfolio Holders. Council Tax Explained Booklet setting out the Plans distributed to all householders.	Chief Officers Finance Press & PR	Chief Executive Portfolio Holders Finance Press & PR
On-going	Aligning and Planning Throughout the year there will be regular updates on the Projected Budget.	Finance	Cabinet

2.8 INTER-RELATED STRATEGIES AND PLANS

- a) The Medium Term Financial Strategy is reviewed annually and covers a three year period. It identifies the resource requirements to deliver the Corporate Plan and inform the annual budget setting process. To support the Strategy there are regular in-year updates on the Projected Budget over the period of the Strategy presented to Cabinet. These updates include information from the Government in relation to future funding including the outcome of the Spending Review and the annual Local Government Finance Settlement.
- b) The Annual Budget of the Council has to be agreed by 10 March and includes the Capital Programme, Schools Budget and Insurance Fund. The level of Government support is detailed in the Local Government Finance Settlement with a provisional announcement made in December and the formal announcement in January. Any levying and precepting bodies must agree their budgets in February so that the Council is able to agree the Budget, and set Council Tax levels, by 10 March.
- c) The Capital Strategy is reviewed annually and informs the formulation of the Capital Programme. The Wirral Investment Strategy encompasses the wider vision for the area and reflects work with the private sector in developments such as Wirral Waters whilst the Capital Strategy outlines how the Council aims to prioritise its investment and links with partner organisations in order to deliver the aims of the Corporate Plan. The Programme is based upon the submission of Business Cases for the capital requirements emerging from service strategies and reviews and prioritises the investment with the Programme updated each year in order to inform the setting of the Annual Budget.
- d) The IT Strategy and IT Development Programme are reviewed annually in order to ensure that the available IT resources are used to support the effective delivery of services. As with the Capital Programme any submissions for consideration are based upon a Business Case so enabling the scarce resources to be directed towards those areas that will deliver the benefits desired in the Corporate Plan.
- e) The Customer Access Strategy, alongside the Library Strategy, sets how the Authority deals with contacts from service users and customers. It covers the main methods of access from face-to-face, telephone and on-line self access. Support is offered to all services looking to find efficiency in their public contacts by utilising the corporate access points of the Call Centre, Libraries and One Stop Shops and Web and the systems available with an annual development programme.

- f) The People Strategy aims to ensure that the Council has an effective and productive workforce in order to meet current and future objectives. This includes a detailed action plan to develop the workforce and deliver the changes needed to ensure the aims are delivered. The Council has agreed a set of clear values that staff and politicians will at all times demonstrate unity, integrity, understanding, excellence and responsibility in day-to-day work, to colleagues, and to customers.
- g) The Asset Management Strategy aims to rationalise and modernise the Council estate whilst promoting greater community involvement and ownership both in the process and in the management of assets. This builds upon the lessons learnt from the Community Asset Transfer programme. The review of office accommodation has seen a reduction in the number of occupied buildings with further rationalisation recently approved and so it remains a priority.
- h) The Risk Management Strategy and Corporate Risk Register are reviewed at least on an annual basis with the updated information on risks being included within the quarterly monitoring reports to Cabinet. On 13 October 2011 Cabinet agreed to the creation of a new framework and supporting processes for addressing risk and uncertainty which seek to apply the best practice model contained in the British Standard and to use other local authorities and public sector organisations to identify best practice. There are clear links to the findings of the report into governance and these will inform this work which is a medium-term project.
- i) A Commissioning Strategy brings together the key business planning, engagement and performance processes, providing a framework to ensure community needs are identified, and appropriate services are provided and reviewed within available resources. The development and implementation of an overarching Strategy will help ensure that the needs of the community are identified and prioritised; the Council has clear plans for meeting those priorities; and the Council can demonstrate the impact of its policies on meeting those priorities. This is being developed and a report on this agenda provides an update on the progress.

3.0 RELEVANT RISKS

- 3.1 The effective consideration and management of risks in relation to delivering the proposed arrangements and timetable set out above will be imperative. A project team will be established to oversee the delivery of this work and develop appropriate arrangements for managing risks at all stages of the approach. Central to these arrangements will be the development and monitoring of the risk register and future reports will include relevant risks and mitigating actions.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 The approach responds to the independent review of Corporate Governance arrangements, the priorities for improvement adopted by the Wirral Improvement Board and the Council decisions in relation to ensuring that lawful engagement and consultation are central to all Council budget and decision making processes. Therefore no further options have been considered.

5.0 CONSULTATION

- 5.1 The Council has agreed with the voluntary, community and faith sector to define and strengthen relationships between these sectors for the benefit of all Wirral communities. There is a commitment to consult with local communities including a 12 week consultation programme. The legal responsibilities regarding consultation and engagement are set out below.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 The Council with its statutory partner organisations has adopted an agreement with the voluntary, community and faith sector which is designed to define and strengthen relationships between these sectors for the benefit of all communities. The involvement of the voluntary, community and faith sector to inform the evidence base and issues papers will be crucial. Implications for the sector will be considered through the development and prioritisation of the Corporate Plan.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 7.1 Resource implications in relation to finance, information technology and assets will be considered through the development of the evidence base and issues papers which will inform the prioritisation for the Corporate Plan. These implications will be considered further with planned actions identified through the relevant Strategies and Plans set out above.
- 7.2 Existing staffing resources will be used to develop the Corporate Plan. The Policy Unit will lead this work with a project team established to ensure a cross-directorate approach to this work.
- 7.3 For performance management and the progress of the Risk Management and Commissioning strategies there may be a need for additional resources to implement an effective corporate performance management framework and effectively implement any revised approaches to risk management and commissioning.

8.0 LEGAL IMPLICATIONS

- 8.1 Recent case law has made it clear that any consultation undertaken must be meaningful, informed and reasonable. Failure to ensure this could lead to legal challenge and any decision taken which takes into account the consultation could be undermined and open to challenge by way of Judicial Review.
- 8.2 The Local Government and Public Involvement in Health Act 2007 came into force in April 2009 and introduced a duty for local authorities to involve, inform and consult with their communities. The duty is wide-ranging and applies to the delivery of services, policy and decision making and means the Council must consult relevant individuals, groups, businesses, organisations and other stakeholders that the Authority considers likely to be affected by, or have an interest in, their actions and functions.
- 8.3 Under engagement, the Equality Duty 2010 places a legal duty on the Council to:-
- Gather equality information to provide adequate evidence for decision making in policy and service development.
 - Engage service users, residents, employees, trade unions, businesses and organisations to set equality objectives – which are most likely to make the biggest difference in tackling inequalities?
 - Review progress of equality objectives.
 - Publish all engagement undertaken

With this being undertaken in order for the Council to:-

- Identify particular needs, patterns of disadvantage and poor relations between groups. Protected groups can be well-placed to help here.
 - Understand reasons for disadvantage, low participation rates and poor relations.
 - Design initiatives to meet needs and overcome barriers for more appropriate services.
 - Identify opportunities to promote equality of opportunity and foster good relations.
 - Determine priorities.
 - Understand the relevance of Council functions to equality.
 - Monitor and evaluate initiatives, policies and programmes
 - Analyse the equality impact of particular programmes, policies and proposals
- 8.4 The Constitution will need to be amended to give effect to the proposed changes outlined in this report with any changes proposed in relation to the Constitution requiring Council approval.
- 8.5 The Council is legally required to agree a Budget, and set Council Tax levels, for the forthcoming year by 10 March.

9.0 EQUALITIES IMPLICATIONS

- 9.1 An Equality Impact Assessment has been completed.
- 9.2 In developing the Plans equalities implications will be addressed as appropriate, including the undertaking of Equality Impact Assessments in line with corporate requirements.

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 Carbon reduction implications arising during the development of the Corporate Plan will be reported to Cabinet as appropriate.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 11.1 Planning and community safety implications arising during the development of the Corporate Plan will be reported to Cabinet as appropriate.

12.0 RECOMMENDATION

- 12.1 That the approach and timetable for developing a three year Corporate Plan for 2013/14 - 2015/16 as set out in this report be agreed and specifically the programme of engagement and consultation and the arrangements to align the Corporate Plan and financial planning.
- 12.2 That this report be referred to the Improvement Board for approval.
- 12.3 That a further report be presented on how the performance management arrangements will ensure the successful delivery of the 2013/14 – 2015/16 Corporate Plan.

13.0 REASONS FOR RECOMMENDATION/S

- 13.1 The recommendations respond to the independent review findings of the Council's Corporate Governance arrangements, the priorities for improvement adopted by the Wirral Improvement Board and the Council decisions in relation to ensuring lawful engagement and consultation are central to all Council budget and decision making.
- 13.2 The report confirms the commitment to implementing robust performance management arrangements including investing the necessary resources to enable development and implementation of an effective performance management framework.

REPORT AUTHORS: Lucy Beed
Corporate Policy
Telephone: 0151 691 8006
Email: lucybeed@wirral.gov.uk

Tom Sault
Financial Services
Telephone: 0151 666 3407
Email: tomsault@wirral.gov.uk

SUBJECT HISTORY

Council Meeting	Date
Cabinet – Delivering The Corporate Plan	14 April 2011
Cabinet – Independent Review	22 September 2011
Cabinet – Estimates 2012/13	22 February 2012
Council – Estimates 2012/13	1 March 2012

Equality Impact Toolkit (new version February 2012)

Section 1: **Your details**

Department: Policy Unit

Date: March 2012

Section 2: **What Council function / proposal is being assessed?**

Corporate and business planning arrangements (2013-14)

Section 2b: **Is this EIA being submitted to Cabinet or Overview & Scrutiny Committee?**

Yes **If 'yes' please state which meeting and what date**

Cabinet – 29 March 2012

And please add hyperlink to your published EIA on the Council's website

.....

Section 3: Will the Council function / proposal affect equality in?
(please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 4: Within the Equality Duty 2010, there are 3 legal requirements. Will the Council function / proposal support the way the Council
..... (please tick relevant boxes)

- Eliminates unlawful discrimination, harassment and victimisation
- Advances equality of opportunity
- Fosters good relations between groups of people

If you have ticked one or more of above, please go to section 5.

- None** (please stop here and email this form to your Chief Officer who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 5: Will the function / proposal have a positive or negative impact on any of the protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

Please list in the table below and include actions required to mitigate any negative impact.

Protected characteristic	Positive or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications
All	To be determined through individual Equality Impact Assessments which will be identified / undertaken in relation to the specific actions identified in the Corporate Plan	Issues papers will be developed to inform the prioritisation of the Corporate Plan. Equalities consideration will be fully considered through the development of these issues papers.	Chief Officers / Heads of Service as appropriate and in conjunction with the Corporate Equality Group	The business planning timescale sets out the review of issues papers will take place May to July 2012 followed by a comprehensive 12 week consultation programme. The draft priorities for the Corporate Plan will be considered by Cabinet in December 2012.	To be determined

Section 5a: Where and how will the above actions be monitored?

The Corporate Equality Group will monitor the programme of Equality Impact Assessments linked to the Corporate Plan. An initial exercise will be undertaken to identify the actions in the Corporate Plan which require EIA; some will be covered by existing assessments.

The Corporate Equality Group will also consider the issues papers in relation to equalities considerations.

Section 5b: If you think there is no negative impact, what is your reasoning behind this?

Not applicable

Section 6: What research / data / information have you used in support of this process?

The issues papers to develop the Corporate Plan and inform the Council's prioritisation process will be based on a robust evidence base including relevant performance and financial information and previous consultation findings. Equalities considerations will be clearly identified in these papers.

Section 7: Are you intending to carry out any consultation with regard to this Council function / policy?

Yes

Section 8: How will consultation take place?

A comprehensive 12 week consultation programme of community engagement events and activities involving local communities, customers and the Council's workforce will take place. The consultation will follow the principles of Wirral's COMPACT agreement and all legislative requirements. There will be a specific focus on engagement activities with those groups who share protected characteristics and to ensure that all parts of Wirral's communities have an opportunity to provide their views during the consultation period.

WIRRAL COUNCIL

ADDITIONAL CABINET

29 MARCH 2012

SUBJECT:	Establishment of a Business Delivery Board and a Strategic Change Programme Board (Working Group)
WARD/S AFFECTED:	All
REPORT OF:	Acting Chief Executive
RESPONSIBLE PORTFOLIO HOLDER:	Leader of the Council

1.0 EXECUTIVE SUMMARY

- 1.1 As part of the ongoing drive to improve the Council, its corporate governance and the manner in which it discharges its functions, duties and obligations, five key Wirral Improvement Priorities have been agreed by all three party leaders and the Improvement Board. The five "Wirral Improvement Priorities" are set out at Appendix 1.
- 1.2 This report proposes the establishment of an all party Business Delivery Board ("BDB") and Strategic Change Programme Board ("SCPB(W/G)") to assist the Council achieve the "Corporate Plan" and "Budget and Financial Stability" Wirral Improvement Priorities together with other Council corporate priorities, targets and objectives ("Agreed Priorities").

2.0 BACKGROUND AND KEY ISSUES

- 2.1 As part of the ongoing drive to improve the Council following the publication of the AKA Report, all three party leaders and the Improvement Board have agreed five key Wirral Improvement Priorities which are set out in Appendix 1.
- 2.2 It is recognised that the Council must ensure that appropriate and effective arrangements are in place to enable and assist the Council achieve the Improvement Priorities and any other Council corporate priorities.
- 2.2 The Council will progress all the five Wirral Improvement Priorities. However with regards the "Corporate Plan" and "Budget and Financial Stability" priorities, the establishment of a BDB and SCPB(W/G) is considered an important vehicle that will assist the Council to achieve the objectives that relate to these specific Improvement Priorities.

Business Delivery Board

- 2.3 The BDB's purpose and role will be to:
- (i) Assist with the progression and achievement of the objectives that relate to the "Corporate Plan" and "Budget and Financial Stability"

- Improvement Priorities and other corporate priorities (Agreed Priorities);
- (ii) Monitor the delivery/achievement of the Agreed Priorities against approved timescales;
- (iii) Evaluate and assess the progression of the Agreed Priorities;
- (iv) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving the Agreed Priorities; and
- (v) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (iv) above.

Strategic Change Programme Board (Working Group) “SCPB(W/G)”

2.6 The SCPB(W/G)’s purpose and role will be to:

- (i) Assist with the progression and achievement of the objectives that relate to the “Budget and Financial Stability” Improvement Priority;
- (ii) Review, revitalise and actively drive forward the Council’s Strategic Change Programme (“SCP”);
- (iii) Review and interrogate such Council Performance Indicators as considered necessary;
- (iv) Identify and recommend new projects and initiatives consistent with the agreed Wirral Improvement Priorities;
- (v) Support the management of the SCP;
- (vi) Monitor the delivery/achievements of the SCP against approved timescales;
- (vii) Evaluate and assess the progression of the SCP;
- (viii) Make recommendations to the Strategic Change Programme Board, Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving SCP objectives and targets; and
- (ix) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (viii) above.

2.7 Both the BDB and the SCPB(W/G) shall consist of the three political Group Leaders; and both will be chaired by the Leader of the Council. Neither the BDB nor SCPB shall be decision making bodies; however they will be able to make recommendations.

2.8 Both the BDB and SCPB(W/G) shall be supported by the Chief Executive (who shall be the Lead Officer in respect of both) and Chief Officers; and further support shall be provided by other relevant Council Officers as necessary, approved external advisors, and where possible, by stakeholders and partners.

[Any reference in this report to the Chief Executive includes the Council’s Acting Chief Executive].

2.9 To increase capacity with the Strategic Change Team, the SCPB(W/G) shall also be supported by a Project Manager who shall be responsible for:

- (i) Managing and co-ordinating projects with the Strategic Change Programme;
- (ii) Providing (or co-ordinating the provision of) necessary technical and professional advice as required;
- (iii) Advising on relevant good practice;
- (iv) Providing relevant monitoring information in respect of Strategic Change Programme projects;
- (v) Supporting the Council's Chief Executive in his role of the Lead Officer to the Strategic Change Programme Board.

2.10 The Project Manager shall be appointed on a consultancy basis for a period of 12 months (unless extended by Cabinet) and upon such terms as considered appropriate and necessary by the Chief Executive, in consultation with the Director of Law, HR and Asset Management.

2.11 The costs of the Project Manager shall be met from the Efficiency Investment Budget.

2.12 The Chief Executive's Office shall provide the necessary administrative support to both the BDB and the SCPB(W/G). Subject to the level of support required, a resources review may be required in the future.

3.0 RELEVANT RISKS

3.1 The Council is required to improvement its corporate governance and has a Corporate Plan and a number of Departmental Plans which detail key priorities, targets and objectives.

3.2 Improvement Priorities have been agreed by all three Group Leaders and the Improvement Board and it is important that the agreed actions relating to those priorities are progressed in a timely manner. The establishment of a BDB and SCPB(W/G) is may assist the Council progress these priorities.

4.0 OTHER OPTIONS CONSIDERED

4.1 No other options were considered.

5.0 CONSULTATION

5.1 No consultation was undertaken in relation to the establishment of a BDB or SCPB(W/G).

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 Whilst there are no direct implications for voluntary, community and faith group, they may, from time to time, be ask to assist the BDB and/or the SCPB(W/G) in relation to its work.

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

7.1 The resources implications are detailed within the report. The BDB and SCPB(W/G) will need to consider the impact of Council resources (including officer time available) when seek support and assistance.

7.2 The appointment of the Project Manager shall be in accordance with Council's rules and procedures relating to the appointment of consultants.

7.3 The costs of the consultant Programme Manager shall be met from Council reserves.

8.0 LEGAL IMPLICATIONS

8.1 There are no legal implications arising. Neither the BDB nor the SCPB(W/G) are decision making bodies. Meetings of the BDB and SCPB(W/G) do not fall within the Council's Access to Information Procedure Rules. However, the Freedom of Information Act will be applicable.

9.0 EQUALITIES IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because there is no relevance to equality.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are so such implications arising arising.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are no such implications arising.

12.0 RECOMMENDATION/S

12.1 That, subject to endorsement by the Improvement Board, the Cabinet:

- (i) Agrees to the establishment of a cross party Business Delivery Board and Strategic Change Programme Board;
- (ii) Approves the Terms of Reference for the Business Delivery Board and Strategic Change Programme Board (Working Board) set out at Appendix 2 and 3 respectively in this report;
- (iii) Approves the appointment of a consultant Project Manager to support the Strategic Change Programme Board (Working Group) as detailed in this report; and that the costs of the consultant be met from the Efficiency Investment Budget.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 The establishment of the BDB and SCPB(W/G) upon the Terms of Reference detailed within this report is considered beneficial in assisting the Council meet the Wirral Improvement Priorities and other Council corporate priorities.

REPORT AUTHOR: **Surjit Tour**
Head of Legal & Member Services
telephone: 0151 691 8569
email: surjittour@wirral.gov.uk

APPENDICES

- Appendix 1 - Wirral Improvement Priorities
- Appendix 2 - Business Delivery Board Terms of Reference
- Appendix 3 - Strategic Change Programme Board (Working Group)

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
N/a	

BUSINESS DELIVERY BOARD

Terms of Reference

Role

The Business Delivery Board's purpose and role is to:

- (i) Assist with the progression and achievement of the objectives that relate to the "Corporate Plan" and "Budget and Financial Stability" Improvement Priorities and the corporate priorities, targets and objectives ("Agreed Priorities").
- (ii) Monitor the delivery/achievement of the Agreed Priorities against approved timescales;
- (v) Evaluate and assess the progression of the Agreed Priorities;
- (vi) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving the Agreed Priorities; and
- (v) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (iv) above.

Form and Composition

The Business Delivery Board will consist of:

- (i) Leader of the Council; and
- (ii) Leaders of the other Political Groups.

The Leader of the Council shall be the Chairperson of the Business Delivery Board.

Members of the Business Delivery Board shall be entitled nominate deputies to act on their behalf.

Meetings

The Business Delivery Board shall meet at least once every quarter and at any other time (or alternative time) as considered necessary.

The meeting of the Business Delivery Board do not fall within the Council's Access to Information Procedure Rules.

Decision Making

The Business Delivery Board is not a decision making body of the Council and will make recommendations to Cabinet, Overview and Scrutiny Committees and/or the Audit and Risk Management Committee.

Quorum

Meetings of the Business Delivery Board shall be quorate providing all the members (or their appointed nominees) have been given a minimum of 14 days notice of the meeting and at least two of the Members are in attendance.

As the quorum is two members, the Chair shall not have a casting vote.

Lead Support

The Lead Officer supporting the Business Delivery Board shall be the Council's Chief Executive.

Additional Support

The following shall support the Business Delivery Board:

- (i) Other Council Chief Officers;
- (ii) Other Council Officers (as required);
- (iii) Approved external advisors; and
- (iv) Stakeholder and partners (if possible).

The Chief Executive's Office shall provide the requisite administrative support to the Business Delivery Board.

STRATEGIC CHANGE PROGRAMME BOARD (Working Group)

Terms of Reference

Role

The Strategic Change Programme Board (Working Group)'s purpose and role is to:

- (x) Assist with the progression and achievement of the objectives that relate to the "Budget and Financial Stability" Improvement Priority;
- (xi) Review, revitalise and actively drive forward the Council's Strategic Change Programme ("SCP");
- (xii) Review and interrogate such Council Performance Indicators as considered necessary;
- (xiii) Identify and recommend new projects and initiatives consistent with the agreed Wirral Improvement Priorities;
- (xiv) Support the management of the SCP;
- (xv) Monitor the delivery/achievements of the SCP against approved timescales;
- (xvi) Evaluate and assess the progression of the SCP;
- (xvii) Make recommendations to the Cabinet, Overview and Scrutiny Committees and Audit and Risk Management Committee in relation to progressing and achieving SCP objectives and targets; and
- (xviii) Seek advice and guidance from relevant Council officers, stakeholders and other partners (as considered necessary) in relation to (i) – (viii) above.

Form and Composition

The Strategic Change Programme Board (Working Group) will consist of:

- (iii) Leader of the Council; and
- (iv) Leaders of the other Political Groups.

The Leader of the Council shall be the Chairperson of the Strategic Change Programme Board (Working Group).

Members of the Strategic Change Programme Board (Working Group) shall be entitled nominate deputies to act on their behalf.

Meetings

The Strategic Change Programme Board (Working Group) shall meet at least once every quarter and at any other time (or alternative time) as considered necessary.

The meeting of the Strategic Change Programme (Working Group) do not fall within the Council's Access to Information Procedure Rules.

Decision Making

The Strategic Change Programme Board (Working Group) is not a decision making body of the Council and will make recommendations to Cabinet, Overview and Scrutiny Committees and/or the Audit and Risk Management Committee.

Quorum

Meetings of the Strategic Change Programme Board (Working Group) shall be quorate providing all the members (or their appointed nominees) have been given a minimum of 14 days notice of the meeting and at least two of the Members are in attendance.

As the quorum is two members, the Chair shall not have a casting vote.

Key Support

The Lead Officer supporting the Strategic Programme Board (Working Group) shall be the Council's Chief Executive.

The Strategic Programme Board (Working Group) shall also be supported by a Project Manager who shall be responsible for:

- (i) Managing and co-ordinating projects falling within the Strategic Change Programme;
- (ii) Providing necessary technical and/or professional advice or co-ordinating the provision of such advice through relevant Council Officers;
- (iii) Advising on relevant good practice;
- (iv) Providing relevant monitoring information in respect of Strategic Change Programme projects;
- (v) Supporting the Council's Chief Executive in his role of the Lead Officer to the Strategic Change Programme Board (Working Group).

Additional Support

The following shall also support the Strategic Change Programme Board (Working Group) as required:

- (i) Council Chief Officers;
- (ii) Other Council Officers (as required);
- (iii) Approved external advisors; and
- (iv) Stakeholder and partners (if possible).

The Chief Executive's Office shall provide the requisite administrative support to the Strategic Change Programme Board (Working Group).

This page is intentionally left blank

WIRRAL IMPROVEMENT PRIORITIES

<p>1. CORPORATE PLAN</p>	<p>To put in place an agreed Corporate Plan that sets clear priorities reflecting a good understanding of citizens and customers views through consultation, participation and localism. Underpinned by rigorous performance management and performance appraisal arrangements.</p>
<p>2. FOCUS ON CRITICAL SERVICE AREAS, SAFEGUARDING AND DEVELOPING THE LOCAL ECONOMY</p>	<p>Ensure that there is a clear organisational focus on critical service areas such as safeguarding (children and adults) and developing the local economy and ensuring that we improve the skills of local residents and stimulate the private sector to grow and create jobs.</p>
<p>3. BUDGET AND FINANCIAL STABILITY</p>	<p>Clear longer term financial plan, linked to the Corporate Plan, setting out how the Authority will respond to reducing levels of resources including the development and enhancement of the Strategic Change Programme and the development of a clear commissioning strategy for the Authority.</p>
<p>4. CORPORATE GOVERNANCE AND DECISION MAKING</p>	<p>Risk, whistleblowing, audit are strong. Agreed protocol on sharing information with Members. Clear Scheme of Delegation. Culture of openness rather than secrecy.</p>
<p>5. LEADERSHIP – POLITICAL AND MANAGERIAL</p>	<p>Trust/respect between politicians and senior management. Strong strategic leadership and oversight of delivery. Development needs for Members and management identified and addressed. Strong corporate culture and cohesiveness.</p>

This page is intentionally left blank

WIRRAL COUNCIL

CABINET

29 MARCH 2011

SUBJECT:	DELIVERING CORPORATE GOVERNANCE
WARD/S AFFECTED:	ALL
REPORT OF:	ACTING CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report outlines investment proposals to enhance the delivery of corporate governance in the Council.

2.0 BACKGROUND AND KEY ISSUES

Background

- 2.1 In the Budget approved by Council on 1 March 2012, £300,000 was identified "to improve standards and practice across the Council".
- 2.2 The Council has been the subject of critical report of its corporate governance arrangements. Areas highlighted included:-
- the Council's corporate and business planning arrangements
 - the management of performance at a corporate level, and the appropriateness and effectiveness of Council policies and procedures, which if complied with would ensure delivery of corporate objectives.
- 2.3 Following the critical report a temporary team was brought together under the Deputy Director of Finance to achieve a number of outcomes by the end of March 2012. It was considered that this programme of work (the ten Key Lines of Enquiry) would be the essential building block upon which a wider programme could be based.

2.4 The council has established an Improvement Board in partnership with the Local Government Association (LGA). The role of the Improvement Board is to:-

- Provide support, guidance and challenge
- Identify and signpost appropriate good practice
- Ensure there is a single, integrated and holistic improvement plan that can be clearly understood and communicated internally and externally
- Ensure the contributions from different external agencies/bodies to Wirral's improvement journey are coordinated

2.5 At its meeting on 2 March 2012 the Board considered a report on the Council's key priorities for an overarching improvement plan and requested a further report on how it intends to deliver the agreed priorities for improvement. It welcomed the further additional sum agreed as part of the budget and wanted the Council to identify sufficient corporate capacity to drive forward the overall improvement programme with momentum.

Key Issues

2.6 In order to develop further the work already undertaken additional resources were identified by the Council in its budget for 2012/13.

2.7 From the work undertaken, I recommend that budget be invested in principle as follows:-

- a) Director of Law, HR and Asset Management (£50,000)
To support an additional solicitor to deal with governance issues which would include constitutional advice and issues of a complex legal nature.
- b) Finance (£250,000).
Corporate Performance – The responsibility for Corporate Performance was transferred to the Director of Finance; however only one post from four established was transferred. I propose that the Team be enhanced to its previous complement of four.
- c) Compliance – Clearly the effectiveness of, and adherence to, the Council's policies and procedures has been questioned. I propose to establish a team which will support the review and effective implementation of council policies and procedures. Clearly this function could be managed from within the Internal Audit Service or from within the Corporate Performance Group. There are advantages and disadvantages to either proposal; however, I believe it is more appropriate to determine this in the

light of an Independent Review of Internal Audit which I shall be reporting to Cabinet in due course.

3.0 RELEVANT RISKS

- 3.1 Failure to strengthen the corporate performance function and establish effective compliance functions which underpin the Council's governance arrangements may mean that the Council does not meet Community needs appropriately, because it will not be able to measure the effectiveness of its services nor how they are delivered.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 The approach outlined in this report responds to a critical report of the Council's corporate governance. The areas identified for investment were identified in the report and the initial work which followed.

5.0 CONSULTATION

- 5.1 Effective Corporate Governance will more readily ensure appropriate consultation with the community, partners and potential service providers, to identify and meet community needs.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 Effective Corporate Governance will more readily ensure that the skills and abilities of voluntary, community and faith partners will be better engaged with Council objectives.

7.0 RESOURCE IMPLICATIONS

- 7.1 Significant corporate resource will be needed to develop an effective strategy. The process will be closely aligned with the development of the Corporate Plan, outlined elsewhere on this agenda.

8.0 LEGAL IMPLICATIONS

- 8.1 There are no legal implications arising from this report.

9.0 EQUALITIES IMPLICATIONS

- 9.1 There are no equality implications arising from this report.

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 There are none arising from this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There are none arising from this report.

12.0 RECOMMENDATION

12.1 That Cabinet agrees in principle the following investment to improve standards and practice across the Council:-

- a) £50,000 to Director of Law, HR & Asset Management for the appointment of a solicitor.
- b) £250,000 to Director of Finance to establish a compliance teams and enhance corporate performance.

12.2 A further report be considered for approval by Employment and Appointments Committee and the Improvement Board, which provides details of how these proposals will be implemented.

13.0 REASON FOR RECOMMENDATION

13.1 The Council has been the subject of critical report of its corporate governance arrangements. The Council's budget for 2012/13 identified additional resources for improving standards and practice. This report identifies the areas which are appropriate for that investment so that:

- the Council has effective policies and procedures which are adhered to ensure the Council is managed effectively, and
- can measure the impact of its policies on meeting identified priorities.

REPORT AUTHOR:

David Taylor-Smith
Deputy Director of Finance
Telephone: 0151 666 3491
Email: davidtaylor-smith@wirral.gov.uk

WIRRAL COUNCIL

SPECIAL CABINET

MARCH 29 2012

SUBJECT:	CHANGING THE CULTURE
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	CLLR TOM HARNEY
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 This report outlines the key areas for consideration in developing the culture of Wirral Council. Cabinet are asked to:

- i. Approve the outlined approach to culture development at Wirral Council
- ii. Recommend the Performance Appraisal process to the Employment & Appointments Committee
- iii. Agree a cross party working group to develop organisational Values to underpin the culture programme.

1.2 A significant amount of work has already been carried out in key areas relating to the development of culture namely:

- Values and Behaviours
- HR & People Policies
- People Processes
- Leadership Expectations and Development
- Organisational Development

1.3 The proposed activity outlined in this report will contribute to the Wirral Improvement Board agreed Improvement Priorities:

- Corporate Plan
- Focus on Critical Service Areas , safeguarding and developing the local economy
- Budget and Financial Stability
- Corporate Governance and Decision making
- Leadership – Political and Managerial

2.0 DEVELOPING A DESIRED ORGANISATIONAL CULTURE

2.1 Organisational culture is a system of shared values and a belief about what is important, what behaviours are appropriate and about both feelings and relationships. Culture can be described as “the way we do things around here”.

2.2 The objective of the culture development programme will be to devise and deliver a strategy to improve corporate culture and compliance with corporate governance procedures through a comprehensive programme of promotion, communication and engagement. The proposed approach will involve a review of activity undertaken so far in this area with the intention of aligning, re-focussing and adding to, in order to reflect the Improvement Board priorities and the Values of the organisational. This can be summarised by the following questions:

- Who we are – Organisational Values
- What we do – Our Objectives, Corporate Plan and Strategies
- How we do it – Our Behaviours, Policies and People Processes

4.0 PROGRESS TO DATE

4.1 Values and Behaviours

Currently the organisations Key Issues Exchange (KIE) process is based upon corporate and leadership behaviours, which have been in place since 2001. A review of these values took place in 2012 based upon feedback from Senior Managers and focus groups of employees, including Trade Unions. Work has been taking place since May 2011 to develop new corporate values and behaviours that will underpin the performance management framework.

4.1.1 The Purpose of Values and Behaviours

The purpose of values and behaviours is to define not just **what** we do but **how** we do it. This is an important part of developing the culture of the Organisation. Individuals within an organisation should feel a connection to the values and recognise their own behaviour that of their managers and their leaders in the way the council goes about its everyday business.

The following organisational Values have been proposed since May 2011:

Source	Detail	Timeframe
Corporate Plan 2011- 2014 (derived from key messages within the Corporate Plan) Based on input from chief officers, heads of services, senior managers, and employee focus groups.	PEFORM <ul style="list-style-type: none"> • People First • Effective & Efficient • Flexible • Open & Honest • Respect Others • Maximise Potential 	May 2011
Destination Excellence (referred to in the Draft Corporate Plan)	<ul style="list-style-type: none"> • Wirral people at the heart of what we do • Willing to challenge and be challenged • Learn form our mistakes and what we do well 	December 2011

	<ul style="list-style-type: none"> • Be open and honest, acting with integrity • Base decisions on sound evidence 	
Budget 2012-13	<ul style="list-style-type: none"> • Unity • Integrity • Understanding • Excellence • Responsibility 	March 2012

4.1.2 Consultation on Values

It is recommended that a cross party working group be set up to bring together all of the above into a set of shared Values that are enduring so that they can form the basis of the culture programme.

4.2 HR and People Policies

4.2.1 A significant amount of work needs to be undertaken to refine and develop key HR policies to support the organisation through culture change. A revised Whistleblowing policy was agreed in September 2011. Work is also underway on Dignity at Work and Grievance policies which will provide a framework setting out the values, standards and behaviours in the workplace and strengthen our arrangements for dealing with concerns and complaints if they arise from our employees.

4.2.2 We also need to develop our wider suite of HR People policies and their accessibility to improve information and guidance available to managers. We are also reviewing all key HR People processes and procedures to make them as efficient as possible and support the requirements of organisation but also to ensure that they are robust, transparent, auditable and are applied consistently to improve governance.

4.2.3 In support of these policies a communication and training programme will be delivered to ensure managers are both confident and competent in their use. A parallel programme of communication targeted at employees will run alongside the managers training.

4.3 Process

4.3.1 The key process to support a change in behaviour and improve performance across the council is the proposed introduction of Performance Appraisal and supporting Leadership Expectations. (*Appendix 1 and Appendix 2*).

4.3.2 The Council's current Key Issues Exchange has delivered well in the past, recent returns rates indicate that a refreshed and updated approach is needed. Initially it is proposed that a performance appraisal framework is introduced at the senior level of the organisation replacing KIE. KIE will continue and indeed will be vital for the rest of the workforce until performance appraisal is adopted across the whole organisation.

4.3.3 The Purpose of Performance Appraisal

Performance appraisal and development is an important part of the performance management process. The purpose of performance appraisal is to:

- Improve the performance of the workforce.
- Improve the leadership and management of the organisation
- Clarify expectations of employees.
- Ensure that Council employees are supported at a time of rapid organisational change.
- Align performance outputs and outcomes to the objectives of the organisation.
- Recognise and celebrate the achievement of our employees.
- Develop employees to improve performance through learning and feedback.

4.3.4 The aims of the performance appraisal and development process

- To ensure that all employees are aware of and fully understand the organisation's purpose and goals and what is expected of them in support of the organisational culture
- To ensure that all employees are aware of and fully understand their role, and the contribution they make to the Council's goals and targets.
- To ensure that all employees are engaged with and committed to delivering excellent services for Wirral and the Community.
- To increase the capability and performance of the workforce.
- To create an organisational culture and environment that encourages and promotes excellent performance and performance management.
- To provide a framework to enable discussions about performance and future expectations.
- To identify, analyse and meet the learning and development needs of individuals to empower and improve the performance of the workforce.
- To recognise and celebrate the progress and achievements of individuals and the workforce.

4.3.5 Introducing the Performance Appraisal and Development Process

As a result of the activity that has already been carried out on the development of a new approach to Performance Appraisal, delivery could commence immediately with Chief Officers, Heads of Service and senior managers whilst completing the work on organisational values and behaviours. It is acknowledged that in doing this we may miss the opportunity to incorporate them as part of the Appraisal process at a senior level in the first instance. However we will need to put in place a training programme to deliver the Appraisal process. The framework for the programme is developed awaiting any changes following consideration and decision making from Elected Members. By progressing the work in a parallel process we will be able to move forward and bring the work together.

5 LEADERSHIP

- 5.1 Leadership development is essential to organisational success and is critical to bring about change. Supporting both current and aspiring leaders at Wirral Council is an

important strand of the People Strategy 2011 -2012 and plays a vital part of a culture development programme.

5.2 Leadership Expectations

5.2.1 The Leadership Expectations Framework is intended to be as an accepted standard of good management practice across the Council for all managers and leaders. It categorises areas of activity and outlines the standards expected within each. A development programme to support some areas of the framework is already in place but will further development is required to create a complete modular programme targeting key areas and directing managers and leaders through appropriate learning and development.

5.2.2 It is proposed that the attached Leadership Expectations Framework (Appendix 2) be updated in light of Corporate Governance and Improvement Priorities and be presented to Employment and Appointments Committee for approval alongside the Performance Appraisal documentation.

5.3 Current Leadership Development Programme

5.3.1 The aim of the Leadership Development Programme is to embed excellence in management practice and create leaders who can lead the organisation into the future and the challenges this may bring. Our current corporate offer of leadership development comprises three main elements-:

- **The Skills for Wirral Managers Programme.** This is a core skills programme for managers built around policy, procedure, personal development and managing others delivered in-house. It is this programme that will be developed into the modular programme discussed above.
- **The Institute of Leadership and Management Award and Certificate.** These are management qualifications accredited by an external organisation at Level 3 and Level 5. The programmes accredit achievement in the fundamental of management practice and develop managers to work more collaboratively and in a solution focused way.
- **The Masters in Business Administration.** This is a three year academic qualification delivered by Chester University for Senior Managers. Progress from year to year of the programme is based upon performance improved.

5.3.2 The Leadership Development programme in its entirety must reflect the organisational culture and the Values and Behaviours expected by Managers and Leaders. All leadership development will be aligned to the culture change programme objectives in ensuring that managers adopt the agreed behaviours and develop in areas that are deemed to be a priority for the organisation.

5.3.3 It is recommended that bespoke leadership development programme is considered to bring together the Councils leaders and managers to affect change. Further work will need to be undertaken, and a report back to a future cabinet.

6.0 EMBEDDING CULTURE CHANGE

- 6.1 In developing Organisational Culture, the Council needs to understand and gain the views and feedback from our employees. This approach is an action as part of the people strategy action plan as agreed at The Employments and Appointments Committee 17 June 2010. The Employee Opinion Survey (IPSOS MORI) is currently underway. The main aim of the Survey is to ascertain how employees feel about their relationships in work, their work load, communication, wellbeing and direction of the organisation. Additional questions have also been included to gain further feedback about the health and well being of our employees as part of our Fit 4 Wirral approach as well as specific questions about bullying and harassment.
- 6.2 The external provider, IPSOS MORI, were chosen to run the survey on our behalf. They are a well regarded industry consultant in this area and will provide us with comparative data from other organisations. We will therefore not only be getting our own employees views, but we can then compare our results with others. This will give the Council the ability to benchmark the feedback across other organisations to gain perspective. Actions arising from the feedback will feed into the Improvement Programme, Culture programme and People Strategy.
- 6.3 A short survey completed recently through the corporate governance improvement team will also be used to inform the culture programme.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 This report is designed to compliment and contribute to the work of the Improvement Board, and is in response to AKA Ltd's report highlighting profound cultural issues within the organisation and as such no further options were considered.

8.0 CONSULTATION

- 8.1 This report has been informed by employee consultation and will be further consulted on with staff, trade unions and other stakeholders.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 9.1 None arising directly from this report.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 None arising directly from this report.

11.0 LEGAL IMPLICATIONS

- 11.1 None arising directly from this report.

12.0 EQUALITIES IMPLICATIONS

- 12.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached –

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

13.0 CARBON REDUCTION IMPLICATIONS

13.1 None arising directly from this report.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 None arising directly from this report.

15.0 RECOMMENDATION/S

15.1 That, subject to the endorsement of the Improvement Board, Cabinet –

- (i) Approve the outlined approach to culture development at Wirral Council.
- (ii) Recommend the Performance Appraisal process to The Employment and Appointments Committee
- (iii) Agree to a cross party working group to develop organisational Values to underpin the culture programme.

16.0 REASON/S FOR RECOMMENDATION/S

16.1 As detailed within the report.

REPORT AUTHOR: *Chris Hyams*
Head of Human Resources and Organisational Development
Telephone: 0151 691 8590
email: chrishyams@wirral.gov.uk

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	22 September 2011
Employment & Appointments Committee	17 June 2010



Performance Appraisal

About you

Name	Department
Employee No	Last Appraisal
Role	Appraisal Date
	Planned Review Date

Section 1: Looking back

Reviewing your objectives

What did you achieve?

Which Wirral Values did you demonstrate to achieve your objectives effectively?

	Last year's work objectives	Results achieved			Score (0-4)
		What did you achieve?	What was the outcome?	Which Wirral Values did you demonstrate?	
1					
2					
3					
4					
5					
6					

What did you achieve against Our Leadership and Management Expectations, and Our Values and Behaviours?

		Results achieved		Score (0-4)
		What did you achieve?	Where are the gaps?	
1	Our Leadership and Management Expectations			
2	Our Values and Behaviours			

Scoring criteria

Each objective should be measured against the following scoring criteria:

Score	Description
N/A	Not Applicable - unable to achieve due to other factors.
1	Not Achieved - has not achieved the required performance.
2	Partially Achieved – has partially achieved the required performance.
3	Achieved – has achieved the required performance.
4	Exceeded – has achieved and exceeded the required performance.

Our conclusions and next steps

What conclusions can we make from this year's performance?

What actions do we need to take as a result?

If objectives were not achieved, what lessons can we learn?

Section 2: Where are you now?

What has changed/is changing in your work environment?
What does this mean for you?

Section 3: Looking forward

Section 3.1: Setting your objectives

In discussion with your Manager, consider what needs to be achieved and how will you go about it?
What objectives do you need to deliver to do your job and contribute to the delivery of the Departmental Plan?

	SMART Objectives: work (Specific, Measurable, Achievable, Relevant & Time bound)	What will the outcome be?	Which Wirral Values & Behaviours are important to achieve these objectives?
--	--	---------------------------	---

1			
2			
3			
4			
5			
6			

Objectives should include job specific competencies and/or relevant professional standards where applicable.

In discussion with your Manager, consider what needs to be achieved in relation to Our Leadership and management Expectations and Our Values and Behaviours

	SMART Objectives (Specific, Measurable, Achievable, Relevant & Time bound)	What will the outcome be?
1.	Our Leadership and Management Expectations	

2.	Our Values and Behaviours	
----	---------------------------	--

Section 4: Personal Development

Section 4.1: Reviewing your personal development plan

What learning and development have you undertaken?
 How did this learning help you meet your objectives?
 How have you addressed your 360 degree feedback? (if applicable)

Section 4.2: This Year's Personal Development Plan

What learning and development do you need to achieve your objectives and support you ongoing development?
 What priorities for development from the 360 degree feedback you received, need to be incorporated? (if applicable)

Learning and Development from the Corporate Programme (e.g. workshops, courses etc)

What	How	By When	Progress
------	-----	---------	----------

--	--	--	--

Please copy any Learning and Development requests identified in the box above, on to training application forms and ask your manager to approve and email them to trainingapplications@wirral.gov.uk, or post the form to the Organisational Development Team, Wallasey Town Hall, South Annexe.

Learning and Development in the workplace (informal approaches e.g. shadowing, mentoring, job swaps)

What learning and development can your manager commit to now?

What	How	By When	Progress

Section 5: Comments

Are there any additional comments?

Our Checklist

	<input checked="" type="checkbox"/>
CRB	
Conflict of Interest	
Gifts and Hospitality	
Qualifications	
Driving licence	
Skills for Life (literacy, numeracy, ICT)	

Please send an email to confirm that this performance appraisal has taken place to trainingapplications@wirral.gov.uk. Include employee name, employee number and the date of the appraisal.

Employee signature:

date:

Manager signature:

date:

Senior Manager signature:
(If applicable)

date:

Senior Manager Comments (if appropriate):

Appendix 2 - Leadership Expectations Framework

Leadership and Management: Our Expectations

Managers at Wirral Council are expected to do the following to maximise performance, to deliver outcomes for the people and communities of Wirral-:

<p>Communication</p> <ul style="list-style-type: none"> • Conduct regular effective one-to-ones, team briefs and meetings • Articulate clearly to colleagues • Communicate key messages and encourage feedback • Build networks internally & externally 	<p>Change & Service Development</p> <ul style="list-style-type: none"> • Drive & champion change • Plan & improve service delivery • Consult with users and others providers to inform service provision 	<p>Safety & Health at Work</p> <ul style="list-style-type: none"> • Promote employee health & well being • Meet statutory legislative requirements • Conduct risk assessments • Manage health & safety risks appropriately
<p>Performance Management</p> <ul style="list-style-type: none"> • Translate the Council's goals and priorities into service/team/individual objectives • Achieve realistic performance targets and standards within agreed resources • Deliver improved service delivery through learning and innovation 	<p>Equality & Diversity</p> <ul style="list-style-type: none"> • Manage behaviours • Conduct Equality Impact Assessments • Undertake responsibilities under The Equality Duty & Dignity/Respect Agenda 	<p>People and Culture</p> <ul style="list-style-type: none"> • Provide leadership • Motivate & develop your team effectively • Deliver performance appraisals • Manage attendance effectively • Deliver within the employee HR framework
<p>Financial Management</p> <ul style="list-style-type: none"> • Manage service delivery within approved budgets & resources • Improve management of assets • Identify & implement improvements to value for money 	<p>Corporate Governance</p> <ul style="list-style-type: none"> • Focus on community requirement • Deliver services in an effective and efficient manner • Manage risk • Deliver excellent standards & codes of conduct • Provide and adhere to transparent structure & process 	<p>Risk Management</p> <ul style="list-style-type: none"> • Deliver the Council's risk framework & processes • Assess, monitor and escalate risks & issues • Identify & advise on new risks arising from new objectives/activities • Deliver the Council's emergency planning process

Underpinned by Wirral values and Wirral behaviours which run through all that we do.

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT:	ADRESSING EMPLOYEE CONCERNS
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR TOM HARNEY
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to set out how the Council is addressing employee concerns. This report outlines a range of actions and proposals including:

- The appointment of an independent external ombudsman.
- Implementation of a revised Whistleblowing Policy.
- Subscription to Public Concern at Work
- Revised Grievance and Dignity at Work policies and further work on HR policies.
- The development of a corporate HR casework system to improve performance.
- Work on changing organisational culture and proposals for training and communication in these areas.

2.0 BACKGROUND AND KEY ISSUES

2.1 On 14 April 2011, Cabinet accepted a report from an independent investigation undertaken by Martin Smith into allegations of bullying and abuse, raised by Martin Morton, a former employee in Adults Social Services.

2.2 One of the recommendations in the report was that the Council needed to strengthen its processes and procedures in relation to Whistleblowing and grievance issues to provide a more robust framework for ensuring such issues are dealt with effectively and to improve employees' confidence to raise such matters.

2.3 On the 19 September 2011, Anna Klonowski Associates (AKA) delivered an initial report: 'Wirral Metropolitan Borough Council's Corporate Governance Arrangements: Refresh and Renew' A Supplementary Report to the Independent Review of Wirral Metropolitan Borough Council's Response to Claims Made by Mr Martin Morton (and Others)'. This report identified a series of weaknesses and areas for concern relating to the Council including:

- 'Profound' cultural issues
- A reluctance to listen to and support Wirral MBC staff when they have tried to raise and resolve issues on the Council's behalf.

- Confidential comments made during the DASS review that some staff were at the time of interview reluctant to speak out because of the perceived impact this might have on them and/or their career at Wirral MBC.

2.4 The Council is currently working with The Local Government Association to address key issues and to deliver the Improvement Plan. The actions detailed in this report will contribute to the Improvement Plan

3.0 ACTIONS IN RESPONSE

Action 1 Independent External Ombudsman

3.1 The appointment of an Independent Ombudsman will ensure these policies are open to external scrutiny and any employees who feel their concerns have not been appropriately addressed have recourse to external support to discuss those issues and for that process to be challenged where appropriate.

3.2 The Independent Ombudsman will have the following remit:

- To act as a signpost for employees to resolve any issues of concern.
- To provide independent challenge to the authority on issues that have not been resolved.
- To ensure that any employee concerns relating to the delivery of services are appropriately addressed.

3.3 The independent Ombudsman will report to The Leader of the Council and The Employment and Appointments Committee on a quarterly basis, summarising the key activities over the period, and highlighting any areas of concern that should be actioned by the Council.

3.4 A detailed Personal Specification and Job Description will be agreed by The Employment and Appointments Committee. It is essential that the individual selected has the appropriate independence, skills and gravitas to engender trust from employees who have concerns.

Action 2 Revised Whistleblowing Policy

3.5 In response to these concerns The Employment and Appointments Committee on 29 September 2011 approved the revised Whistleblowing Policy and Procedure (Minute 21). The Council's revised policy and procedure is designed to strengthen current arrangements and ensure that any concern about the Council's business matters that could adversely affect service users, employees, and/or the public can be raised and fully investigated without employees fearing the consequences of doing so.

The key changes were as follows:

- Revised process for raising concerns.
- Concerns to be taken seriously and reported to The Monitoring Officer at the initial stage prior to investigation.
- Improve guidance and assurances to employees who wish to raise concerns.

- The clear emphasis that concerns should be welcomed as a means to improve services and demonstrate transparency.
- Employees who raise concerns are not 'complainants'.

Action 3 Public Concern at Work

3.6 The Whistleblowing Policy also increases the support and advice available to employees about whistleblowing issues. This support includes access to Public Concern at Work to which the Council now subscribes.

3.7 Public Concern at Work is a national Whistleblowing charity established in 1993, which has four activities;

- To provide free, confidential advice to people concerned about crime, danger or wrongdoing at work;
- To help organisations to deliver and demonstrate good governance;
- To inform public policy; and
- To promote individual responsibility, organisational accountability and the public interest.

3.8 This will give benefits of:

- External validation of the Whistleblowing Policy and Procedure and support to the Council in communication and training around raising concerns at work and Whistleblowing.
- Additional, independent external support for any employees who have concerns and may need advice about how to take them forward.
- Serving as a visible demonstration of The Council's commitment to the highest standards and integrity of public service.

Action 4 Grievance Policy

3.9 The Council has a duty to ensure there is a clear and transparent process for dealing with complaints in a timely manner and we must improve our performance in this area. We are currently revising our grievance policy.

3.10 The revised grievance policy aims to:

- Improve and clarify the process for dealing with complaints.
- Set our clear timeframes for each stage of process.
- Strengthen accountability of managers in managing issues.
- Improve guidance to managers and employees about the process.
- Enhance options for mediation.

Action 5 Dignity at Work (Bullying and Harassment)

3.11 The Council is currently revising its policies and procedures in relation to, bullying, harassment and victimisation (Dignity at Work). Work on the revised Dignity at Work policy is intrinsically linked to the cultural shift required.

3.12 The revised Dignity at Work Policy aims to:

- Reinforce the council's values and set out our expectations of the behaviour and conduct of employees and managers in the workplace.
- Clarify process for raising concerns.
- Strengthen guidance around resolving issues informally including mediation.

Action 6 Corporate Casework System

3.13 The development of a corporate casework system, which was a recommendation for the Martin Smith report, will go fully live in April 2012, and will assist in improving performance on grievance and other employee relations matters. The system will:

- Assist in the improvement of the Council's management of employee relations cases.
- Improve the timescale in which investigations are undertaken and enable early identification of cases that are not progressing.
- Highlight trends and potential problem areas across the Council.
- Improve management information and reporting of employee relations issues.

Action 7 Further development of HR policies

3.14 The Council also needs to develop our wider suite of HR People policies and their accessibility to improve information and guidance available to managers. We are also reviewing all key HR People processes and procedures to make them as efficient as possible and support the requirements of the organisation, but also to ensure that they are robust, transparent, auditable and are applied consistently to improve governance.

Action 8 Culture

3.15 As part of the Council's approach to developing Organisational Culture, addressing employee concerns and having in place updated people policies to support this is a priority. The actions above contribute to this approach.

Action 9 Training and Communication

3.16 In support of these policies a communication and training programme will be delivered to ensure managers are both confident and competent in their use. An employee programme of communication will be run in parallel.

Future reports

3.17 Further reports in relation to these revised policies and procedures will be presented to The Employment and Appointments Committee.

4.0 RELEVANT RISKS

4.1 In order to move forward, it is essential that the Council is able to demonstrate that issues of concern raised by employees will be dealt with in a thorough and appropriate

manner. It is a significant risk to the Council if appropriate measures are not put in place to ensure that this risk is mitigated.

5.0 OTHER OPTIONS CONSIDERED

5.1 Not applicable.

6.0 CONSULTATION

6.1 Consultation will be carried out with the Trade Unions as appropriate.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 n/a

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 All recommendations are contained within the Council's budget.

9.0 LEGAL IMPLICATIONS

9.1 Legal advice will be taken prior to appointment of Independent Ombudsman.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached – (*insert appropriate hyperlink*).

(To find your departmental hyperlink click on

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

Please delete this instruction before you finalise your report.)

(b) No because there is no relevance to equality.

(c) No because of another reason which is

** Delete the two answers above which don't apply.*

11.0 CARBON REDUCTION IMPLICATIONS

11.1 None arising from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 None arising from this report.

13.0 RECOMMENDATION/S

It is recommended that subject to endorsement by the Improvement Board:

13.1 A report is taken to The Employment and Appointments Committee outlining the proposals for an Independent External Ombudsman within the remit set out above.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 To ensure that the Council's has in place a robust policy framework and arrangements in place to address employees concerns and issues in the workplace.

REPORT AUTHOR: **Chris Hyams**
Head of HR and Organisational Development
telephone: (0151) 691 8590
email: chrishyams@wirral.gov.uk

APPENDICES

There are no appendices.

REFERENCE MATERIAL

There is no reference material.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	21 February 2012
Employment and Appointments Committee	29 September 2011

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT:	CORPORATE COMMISSIONING STRATEGY FRAMEWORK
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 This report outlines the importance of a Corporate Commissioning Strategy and proposes an overall strategic commissioning framework to be applied corporately and with which more detailed service commissioning strategies should comply.

2.0 BACKGROUND AND KEY ISSUES

- 2.1 The Council has been the subject of a critical report of its corporate governance arrangements. Integral to this were the corporate and business planning arrangements including the management of performance and policy. Development and implementation of an overarching commissioning strategy will help ensure that:
- the needs of the community are identified and prioritised;
 - the Council has clear plans for meeting those priorities; and
 - the Council can demonstrate the impact of its policies on meeting those priorities.
- 2.2 The features of an effective Commissioning Strategy outlined in this report have been developed in consultation with colleagues in NHS Wirral together with a joint desk top review of literature and approaches in other organisations.
- 2.3 The Council has a number of Business Planning processes and a report elsewhere on this agenda proposes a revised Corporate and Business Planning framework. The Council has also agreed a Procurement Strategy which deals with how the Council acquires goods and services.
- 2.4 However, the Commissioning Strategy at a corporate level brings together the key business planning, engagement and performance processes, providing a framework to ensure community needs are identified, and appropriate services are provided and reviewed within available resources.

- 2.5 Defining features of a Commissioning Strategy therefore include:
- It is a formal statement of the Council's plans for securing, specifying and monitoring services to meet the community's needs at a strategic level. It applies to services provided by the Authority and its partners, including health and the voluntary, faith and community sector.
 - It takes a long term view of the issues which the Council needs to address.
 - It is evidence based.
 - It describes how the Council will move from assessing community needs, to ensuring services are delivered which improve outcomes and quality for the benefit of the community.
 - It reflects local priorities agreed with the community and partners.
 - It is a living document which will change as needs, priorities and resources shift; it will therefore be refreshed annually and reviewed on a three year cycle.
 - It is underpinned by:
 - Delivery plans setting out how long term goals will be achieved
 - A Financial Plan (Medium Term Financial Strategy) setting out finances and activities over the next three years
 - An Organisational Development Plan setting out how the Council will align itself to deliver against its strategic priorities over the next three years
 - An operating plan (Corporate Plan) setting out the details of the key deliverables and implementation plans over the short to medium term.
- 2.6 Given the scale and variety of service responsibilities, it will not be possible to cover the level of detail required for service reviews in a single strategy document. Therefore it is proposed that the Council agrees a single overarching approach to commissioning – the Corporate Commissioning Strategy Framework - supported by a suite of more detailed service commissioning strategies. Clearly this overlaps with some existing processes and plans, and it will be necessary to work towards integrating the related plans over the forthcoming business cycle.

CORPORATE COMMISSIONING STRATEGY FRAMEWORK

- 2.7 An effective commissioning strategy will include the following:
- (a) Vision
- Description of the objectives the Council is trying to achieve in the long-term. (For example this could be addressing health inequalities, or attracting inward investment.)
 - An explanation of how these objectives meet community needs and how they are informed by the local and national context.

- An explanation of how resources will be targeted and how value for money will be assured.
- Core values of the organisation and how they will be developed.

(b) Context

- Population demographics (including scale, trends, segmentation)
 - Needs and quality of services (insights from data such as Joint Strategic Needs Assessment).
 - Current Performance (outcomes, trends).
 - Access and utilisation of services.
- Insights from public and local partners
 - How they have been consulted and engaged in the visioning and shaping phase of the strategy
 - Summary of relevant findings from previous consultations, and how they inform the vision.
 - Plans for future consultations (including service specific reconfigurations)
- Activity analysis
 - Current activity, forecast, trends
 - Assumptions underpinning future forecasting.
- Existing targets and local and national priorities
 - Current performance against targets/priorities which are linked to vision, goals and initiatives.
 - Areas of greatest risks based on current performance and how this may affect strategy over the next five years.
- Provider landscape (this may be articulated in relation to individual services and is effectively about the make or buy decision)
 - Strengths and weaknesses of current provision (including capacity and resource constraints.)
 - Current or planned market provision
 - Alternative provider options
- Financial position

(c) Strategy

- Develop a focused set of goals to deliver the overall vision and improve outcomes for the local population
 - Goals will be clearly defined strategic objectives that are both realistic and challenging, and can be clearly measured in terms of progress towards achievement
 - An explicit description of the prioritisation criteria used to determine goals based on needs
 - Explanation of how goals are tied to vision and outcomes
 - A definition of what success looks like, with clear criteria to assess the achievement of each goal.
- Set out initiatives (programmes of work) which will lead to the achievement of strategic goals including rationale for priority and an assessment of how they contribute to goals and vision, and provide value for money

- Impact on outcomes, activity and finance
- Any investment or disinvestment requirements of initiatives
- How stakeholders have been appropriately engaged in the formation of the initiative
- Organisational capabilities for successful delivery (this could be the Organisational Development Plan)
- Criteria used to measure success.
- Summary of overall impact of initiatives in terms of outcomes and quality mapped against each goal
 - Review of overall impact on activity/finance mapped against each goal
 - Summary of the overall impact of the initiatives on the provider landscape, mapped against each goal

(d) Delivery

- Past delivery performance
 - Develop a view of the critical failure/success factors that have characterised previous initiatives which can be used to inform implementation and risk management strategy
- Risk management
 - A list of the most significant risks to delivery
 - A rating of severity of each risk/likelihood of materialising
 - Details of mitigating actions that could be taken
- In-year monitoring
 - A set of key milestones for in-year monitoring for each initiative
 - A set of key metrics for in-year monitoring for each initiative
- Organisational requirements and enablers
 - A comprehensive view of required capacity and capabilities to implement strategic initiatives, highlighting gaps
 - Outline of organisational plan to develop the capacity and capability required for delivery.

2.8 This framework may be applied at a strategic corporate level and at a more detailed service level.

2.9 Fundamental to the continuous review of the strategy (outlined in Paragraph 2.5), is an effective Corporate Performance Framework which informs the appropriateness and effectiveness of the strategy and its implementation.

3.0 RELEVANT RISKS

3.1 Failure to develop and implement an appropriate Commissioning Strategy may mean that community needs are not identified and addressed appropriately within available resources.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 The approach outlined in this report is to ensure that the Council develops an appropriate framework to identify, prioritise, and meet community needs and review the impact of policies to meet those needs. No further options have been considered.

5.0 CONSULTATION

- 5.1 To develop an effective commissioning strategy will require consultation with the community, partners and potential service providers.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 Consultation with the voluntary, faith and community sector will be critical to the development of an effective commissioning strategy.

7.0 RESOURCE IMPLICATIONS

- 7.1 Significant corporate resources will be needed to develop an effective strategy. The process will be closely aligned with the development of the Corporate and Business Planning Process and the Corporate Plan, outlined elsewhere on this agenda.

8.0 LEGAL IMPLICATIONS

- 8.1 There are no specific legal implications.

9.0 QUALITIES IMPLICATIONS

- 9.1 This report outlines the contents of effective commissioning strategies. An Equality Impact Assessment will be needed as the strategies are developed within the Council.

10.0 CARBON REDUCTION IMPLICATIONS

- 10.1 There are none arising from this report; however implications identified during the development of the strategy will be reported appropriately.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 11.1 There are none arising from this report; however implications identified

12.0 RECOMMENDATIONS

- 12.1 That Cabinet agrees the development of a Corporate Commissioning Strategy Framework and notes its integration within the corporate and business planning cycle.
- 12.2 That the report be referred to the Improvement Board for approval.

13.0 REASON FOR RECOMMENDATIONS

- 13.1 The Council has been the subject of a critical report of its corporate governance arrangements. Development and implementation of an overarching Corporate Commissioning Strategy framework will help ensure that:
- the needs of the community are identified and prioritised;
 - the Council has clear plans for meeting those priorities;
 - the Council can measure the impact of its policies on meeting those priorities.

REPORT AUTHOR: David Taylor-Smith
Deputy Director of Finance
Telephone: 0151 666 3491
Email: davidtaylor-smith@wirral.gov.uk

APPENDICES

None

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	1 September 2011
Cabinet	2 June 2011

WIRRAL COUNCIL

CABINET

29 MARCH 2012

SUBJECT:	DASS KEY DELIVERY PRIORITIES - 2012 - 2014
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF ADULT SOCIAL SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR JEFF GREEN
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to set out The Vision for the Department of Adult Social Services (DASS) for the next 24 months.
- 1.2 The report outlines the key priority areas for improvement for DASS which will underpin this Vision.
- 1.3 The report places these priorities in the context of the Peer Review that is due to take place in July 2012.
- 1.4 The report describes how the Departmental imperatives are aligned to the Wirral Improvement Priorities as agreed by Wirral Improvement Board in February 2012.
- 1.5 The report considers the use of the additional resources that have been allocated to the Department in 2012/13.

2.0 RECOMMENDATIONS

- 2.1 That Cabinet approve the key priority areas for DASS, the detail of which will be described in the Departmental Plan.
- 2.2 That Cabinet agree that the resources allocated to the Department in 2012/13 are invested in the achievement of these priorities.
- 2.3 That the report be referred to the Improvement Board for endorsement.

3.0 REASONS FOR RECOMMENDATION/S

- 3.1 To outline the Departmental contribution to the achievement of the Wirral Improvement Priorities.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Following an inspection by the Care Quality Commission (CQC) in May 2010 the Council's performance in safeguarding adults and increasing choice and control for adults with a learning disability, was judged to be "poor". The Council was rated "adequate" on making a positive contribution for adults with a learning disability. The Council's capacity to improve was categorised as "uncertain".
- 4.2 It is clear that a number of areas of practice were very poor and recent press reports together with whistle-blowing concerns have provided further examples relating to historic practice, which have highlighted the reasons for fundamental changes that were needed to improve practice and management within DASS.
- 4.3 The DASS Interim Director made fundamental changes to the DASS management structure in 2011 and was able to set the foundations for significant improvement in a number of areas, and to improve performance. The new management team, under a permanent Director, is taking a fresh approach in a number of areas of work. This will enable DASS to build upon the changes already made and make further improvements. These are reflected in the Departmental Plan 2012-2013 as well as in the priorities highlighted in section 5.4 of this report.
- 4.4 A key aim for the new team is to build partnerships and relationships, in order to learn from past poor performance and improve. The context for improvement is difficult, particularly in relation to the number of issues pertaining to past practice coming to light. It has been important to deal with these in order to move on. The attached letter (Appendix 1) from Peter Hay, President of ADASS to the Social Care Minister shows support for our improvement plan and for our capacity to improve, whilst clearly recognising the contextual difficulties that we face as a Council.

5.0 PEER REVIEW PROCESS

- 5.1 The original intention, following the implementation of an extensive improvement plan was for the Council to be inspected again, however, in July 2011 the CQC inspection regime was abolished and replaced with a system of "Sector Led Improvement". This meant that for Wirral to demonstrate its services were no longer "Adequate" the Department would be subject to a Peer Review rather than a CQC inspection.
- 5.2 Whilst preparing for this the Council received a report from Anna Klonowski Associates (AKA) into Corporate Governance. As a consequence, on 22 September 2011 Cabinet agreed to undertake a wholesale programme to assess the Council's governance arrangements and delay the Peer Review until July 2012.

- 5.3 It was not thought appropriate, however, to delay until the Peer Review any evaluation of the improvement work undertaken by DASS since the CQC inspection in May 2010. A decision was taken, therefore to undertake a “Self Evaluation” that would be validated by a Peer Challenger, nominated by Local Government Improvement and Development, the former Director of Adult Social Services in Oldham, Ms Veronica Jackson.
- 5.4 Ms Jackson’s challenge recognised that enormous progress has been made during the year and that significant challenges remain which are largely around embedding and broadening the changes already made. Her views can be summarised as requiring more work to develop Safeguarding, Commissioning, Partnership Working and the wider Leadership of the Council.
- 5.5 The new Director agreed with the Local Government Association and the Association of Directors of Adult Social Services (ADASS) that in advance of the Peer Review that is to be carried out scheduled for July 2012, a further Peer Challenge should take place around Safeguarding. This was in order to ensure that practice change had been embedded. It has therefore been proposed to structure this around a number of nationally recognised Safeguarding Standards and to focus on the two domains of the Outcomes and Experiences of People and Service Delivery. The review will consider particularly the views and involvement of people using services and the responses of DASS staff to safeguarding planning.
- 5.6 As far as the Peer Review is concerned, it has been agreed that this will take place between 9 July 2012 and 14 July 2012. The Department will complete an updated self assessment by 8 June 2012. The Terms of reference of the Peer Review state that the purpose is:
- i. To evaluate the Department’s progress in relation to key areas of performance which are identified below.
 - ii. To provide evidence which, once triangulated with that of the Peer Challenger, Department of Health and Care Quality Commission will be used to judge whether the Department is performing at a standard beyond “adequate”, should that judgement still exist.
- 5.7 The review will focus on the following areas:
- i. **Safeguarding** in particular; performance management, the quality and consistency of practice, alignment of safeguarding and personalisation policies and procedures, the effectiveness of the Safeguarding Board and the role of Members including the use of Overview and Scrutiny.
 - ii. **Outcomes** in particular how well outcomes are being achieved and how much choice is available.
 - iii. **Commissioning** in particular; the development of a strategic approach to commissioning, the use of the Joint Strategic Needs Assessment (JSNA), the alignment of commissioning and budget strategies and the involvement of citizens.

- iv. **Partnership** in particular; NHS partners understanding of personalisation, the wider Council contribution to transforming services, the role of the Voluntary Community and Faith Sector in transforming services.
- v. **Leadership** in particular; recognised and active leadership by the council, the effectiveness of decision making processes including scrutiny, the management of risk, the approach to equality and diversity and the use of resources and workforce management
- vi. **Outward Focus** in particular; understanding and use of Adult Social Care Outcomes Framework (ASCOF), influence of Think Local, Act Personal (TLAP) and use of ADASS Safeguarding Adults Framework on policy and practice, performance management culture.

6.0 The Vision for the Department of Adult Social Services (DASS) for the next 24 months.

6.1 The Department has two main sets of strategic drivers, each of which form the basis of the Departmental Plan for 2012-13 -

- The Council’s Corporate Plan (‘Your Family’ section); and
- The (statutory) Adult Social Care Outcomes Framework (ASCOF).

Corporate Plan	Adult Social Care Outcomes Framework
Ensure vulnerable people in Wirral are safe and protected.	Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm.
Ensure that the widest possible options for care and support are made available close to where people live	Ensure that the people who use services have a positive experience of care and support.
Ensure that people can choose the care they need from a range of high-quality support services and options for care	Enhance the quality of life of the people who have care and support needs.
Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse	Delay and reduce the need for care and support.

6.2.1 In order to achieve these outcomes the Department needs to continue to transform services in line with personalisation, and to develop Safeguarding, Commissioning, Partnership Working and the wider Leadership of the Council within defined budget constraints.

- 6.2.2 Management capacity is strongly linked to the Departments ability to make the level of improvement required. Further discussion will be held with members regarding how additional investment in an improved management structure could contribute to improving policy practice and procedures, performance and business management processes. The Department would also benefit from a clearer focus on strategic commissioning. This would be used to inform members of changing need and aspirations, as well as plans to change the focus of provision to meet those needs.
- 6.3 Agreement has been reached with regard to the new post of Head of Safeguarding and Care Governance, which is currently being recruited to in order to embed good safeguarding practice, and quality standards across the sector including within commissioned services. The post-holder will also continue to ensure that adult safeguarding practice is based upon best practice in relation to children's safeguarding and national standards.
- 6.4 The Department's priorities will be to deliver the requirements identified above in a way that will
- Ensure that interventions are proportionate, timely and safe;
 - Ensure equal access to universal services exist within the Borough;
 - Improve wellbeing and quality of life for the citizens of Wirral;
 - Encourage people to find their own solutions;
 - Ensure closer working with individuals and organisational partners;
 - Focus on supporting people to make use of strengths and abilities, and their own resources wherever possible
 - Ensure that presented carers needs will be addressed; and
 - Ensure the best use is made of financial and staffing resources.

7.0. Key priority areas for improvement for DASS which will underpin this Vision.

- 7.1 In order to monitor progress towards achieving the vision set out above the Department has developed a number of projects to deliver improvement. These are all designed to achieve an ASCOF outcome (see above) and address areas that will be examined under the Peer Review. The projects also underpin the departmental contribution to the Council's Improvement Priorities as illustrated below:

WIRRAL IMPROVEMENT PRIORITIES

CORPORATE PLAN

Project to review and evaluate customer access to the Department's information sources.

Project to review processes related to Carers.

Project to review prevention services.

Project to address issues raised in the AKA Independent Review.

(An update will be made available for cabinet in relation to progress relating to issues arising from the AKA Report)

FOCUS ON CRITICAL SERVICE AREAS, SAFEGUARDING AND DEVELOPING THE LOCAL ECONOMY

Project to determine effectiveness of Safeguarding policies, procedures and governance arrangements.

A programme of service review projects including contracting activity; Day Services and personalisation

Projects to further develop the team around the adult approach including further integration with NHS partners

BUDGET AND FINANCIAL STABILITY

Ensure robust budget and commissioning processes are in place

Undertake the LGA-supported Care Efficiency Programme.

CORPORATE GOVERNANCE AND DECISION MAKING

The Peer Review of DASS will significantly overlap with that of the whole Council and processes will need to be aligned

Project to ensure there is sufficient capacity to deliver change.

7 Use of the additional resources that have been allocated to the Department in 2012/13

7.1 An amount of £500,000 has been allocated for safeguarding and £1.5m to develop the quality and range of services. It is proposed to deploy these resources in the following areas:

- £0.5m will be used to increase the quality of nursing and residential care settings.
- £0.5m will be used to commission a broader range of community based services to improve choice and control in the use of personal budgets. It will also enable us to support more people.
- £0.5m will be used to jointly commission with the NHS, Generic Domiciliary Care services to include night time cover.
- £150,000 will be used to boost capacity in safeguarding staffing
- £350,000 will be allocated in order to raise aspirations in relation to quality of provision and practice and will also be available to address any specific recommendations arising from the Peer Challenge exercise in May.

8.0 RELEVANT RISKS

- 8.1 The improvement plan is critical to the Department of Adult Social Services moving from the current “Adequate” rating and therefore departmental activity needs to focus on the identified key development areas.

9.0 OTHER OPTIONS CONSIDERED

- 9.1 Not applicable.

10.0 CONSULTATION

- 10.1 Specific projects within the departmental plan have formal consultation built in as a core requirement of the project.

11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 11.1 The future of Adult Social Services is bound very closely with working more effectively with Voluntary, Community and Faith Groups. Consultations and project plans will reflect close partnership working with the Sector.

12.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 12.1 This plan reflects the use of new monies it does not include at this stage the demographic challenge nor the changing aspirations of the people of Wirral. A more detailed needs analysis will be presented to Cabinet in September, as part of a cohesive commissioning approach.

13.0 LEGAL IMPLICATIONS

- 13.1 There are no specific implications arising from this report.

14.0 EQUALITIES IMPLICATIONS

- 14.1 EIA is important part of the Departmental Planning process and all necessary assessments will be completed as the project plans are developed.

- 14.2 There are no specific implications arising from this report.

- 14.3 Equality Impact Assessment (EIA)
(a) Is an EIA required? Yes
(b) If ‘yes’, has one been completed?

15.0 CARBON REDUCTION IMPLICATIONS

- 15.1 There are no implications arising from this report.

15.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 15.1 There are no implications arising from this report.

REPORT AUTHOR: **Graham Hodgkinson**
Director Adult Social Services
telephone: 0151 666 3650
email: grahamhodkinson@wirral.gov.uk

APPENDICES

Appendix 1 - (Letter from ADASS)



\\s02vs-05\Redirect\$\
rowleys\My Documen

Appendix 2 - (Draft Departmental Plan)



\\s02vs-05\Redirect\$\
rowleys\My Documen

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

Paul Burstow MP
Minister of State for Care Services
Department of Health
Richmond House
79 Whitehall
London
SW1A 2NS

Dear Paul,

Re: Wirral Council

Further to our discussion on the issues facing Wirral Council, as requested I have now completed a review of the issues that you highlighted.

I should start by offering an immediate reassurance about the level of visibility on the issues within the service and across the support structure in place to assist the Council. This is true at the very highest levels, with Carolyn Downs the LGA's Chief Executive having recently visited the Council, which included being at the improvement board. The TEASC Board has also regularly reviewed the adult care issues and the most recent report of this month is included with this letter.

We recognise that the current political context facing the Council is volatile over this immediate period in time. Our experience is that long standing failure in a council casts a long shadow over the process of improvement as things that were not done well before inevitably keep coming to the surface, usually as here in a febrile context. The current issues and report are just such an example. The allegations relate to a past period, but do throw a light upon the issues of governance that are very much on the agenda of the improvement board.

Oliver Mills has been particularly careful to review the issues from the perspective of vulnerable adults. The issues in the recent concerns have their origins back in 2003/04 and the most serious allegations relate to overcharging. The recent independent report highlighted that the charging policy in place at the time was flawed, but a check through the bank balances of those citizens affected confirms no serious hardship. The allegations about abuse over the same time period particularly relate to poor contract monitoring. As safeguarding has been so central to the issues of improvement at Wirral, these have been in the improvement plan from the start. Considerable progress has been made to strengthen both commissioning and safeguarding. The new allegations are being responded to now and being appropriately managed using the safeguarding procedures.

The improvement plan and support provided to the Council is demonstrably in the right place with no obvious gaps. As you will be aware the Council have now recruited a new Director and ADASS will make sure that the offer of both formal and informal support is a strong as ever.

In reviewing all the material, it is clear that it is comprehensive. Although the timescale for peer review has been put back, the Directorate undertook a self assessment exercise which has been reviewed and challenged by Veronica Jackson – the nominated peer Director. I understand this report has been shared outside the Council for assurance purposes.

The Association of Directors of Adult Social Services
Business Unit, Local Government House, Smith Square, London SW1P 3HZ
Tel: 020 7072 7433 Fax: 020 7863 9133
Email: team@adass.org.uk Website: www.adass.org.uk

In relation to the issues within the control of the delivery of adult social care in Wirral, the major concern currently appears to be that the recent attention to the historic faults of the council may pull back morale and therefore performance. Oliver Mills and I felt that there is a possible need to continue with the evidence of visible attention to the quality of the services being experienced by citizens in the Wirral.

The TEASC Board remains actively involved with the Directorate's improvement plans and, following conversations with the new Director, have arranged a Safeguarding Peer Review which is to take place in May. This will add further reassurance in the areas of safety, quality and outcomes and will report its findings to the Director to allow him to determine the systems he needs to be particularly mindful of during implementation of further improvement. The review is currently being scheduled and the team will be led by Adi Cooper who is a co-lead for the ADASS Safeguarding work. The review will also be solely focused upon casework and file audit. This course of action will be able to give you the assurance of line of sight upon direct quality of experience, whilst also finding a route whereby the Director is able to reinforce an improvement message with staff. It will also provide evidence for the wider Peer Review of Adult Social Care later in the year as this is a council that we are confidently expecting to demonstrate practice improvement during that process.

The frame of reference of adult care above is deliberately carefully positioned so that we offer our view and support on the professional leadership and delivery of adult social care, within a broader council context that is outside of our judgement and is a peer issue for the LGA.

I trust this is helpful to you and gives you the assurance of our continued determination to support Wirral in its improvement process.

Regards,



Peter Hay
ADASS President

CC: Glen Mason
Adi Cooper
Oliver Mills
Graham Hodgkinson
Helen Sumner
Carolyn Downs

DRAFT (v5.1)



ADULT SOCIAL SERVICES

DEPARTMENTAL PLAN

2012-2013

CONTENTS

1. Departmental Overview	3
2. What are we going to deliver in 2012-13?	6
3. Financial Planning	18
4. Workforce	20
• Monitoring	
• Planning	
5. Equality and Diversity	21
6. Departmental Risk Register	22

1. **Departmental Overview**

Wirral Adult Social Services currently has 656 established posts. It employs 678 people in a mix of full and part-time posts (***Oct 11 figures***).

The Department covers a large t area of statutory responsibilities for the Council, including assessing all adult social support need, coordinating safeguarding activities, commissioning support through contracted agencies and providing specific services for people with learning disabilities and mental health needs. The Department's role continues to evolve from that of a provider to a commissioner of services, and work in ever-greater partnership with other statutory, business, voluntary, community and faith organisations in Wirral.

STRUCTURE

Lead by a Director and Senior Leadership Team, the Department is structured into four 'Branches' to optimise the business tasks;

Access and Assessment Branch

Purpose;

To assess and review the needs of adults who are in a vulnerable situation in their communities and promote their safety and self directed support.

Finance and Performance Branch

Purpose;

To provide a range of professional support services to the Department ensuring services are effectively planned, managed and developed in accordance with legislation, Council priorities and customer demand.

Integrated Communities and Wellbeing Branch

Purpose;

To ensure that information and early intervention and low level preventative support is available in local communities to help reduce the risk of deterioration in people's condition and dependence on health and social care support and to ensure that the quality of services delivered on behalf of the Department is of the highest possible standard.

Service Provision Branch

Purpose;

To provide a range of locality based services for adults living in vulnerable situations, be they in a residential setting or living in their own homes

CORPORATE PLAN

The Department contributes to the following goals in the Corporate Plan:

- To ensure vulnerable people in Wirral are safe and protected.
- To ensure that the widest possible options for care and support are made available close to where people live.
- To ensure that people can choose the care they need from a range of high-quality support services and options for care.

- To ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse.

KEY CHALLENGES

There are key challenges relating to managing demand, supply, quality and cost to support the achievement of the significant reduction in resources required of the Council. These include:-

- The increasing number of older people living in Wirral.
- The high number of carers in Wirral.
- An increasing number of older people living with age related conditions (*such as dementia*). People are living longer with their illness, with greater complexity, and with higher expectations and therefore require more support.
- The numbers of people with long-term mental health conditions who are economically inactive continues to rise.
- A significant growth in the number of adults with learning disabilities and the number of younger adults with complex needs moving through the education system.
- The gap in mortality between the most deprived areas of Wirral and other more prosperous areas.
- The health inequalities divide between Wirral Communities.
- The changing shape of communities – such as an increasingly diverse population, emerging minority groups and workforce mobility.
- The growth of independent sector provision which will need careful quality monitoring.
- The effects of the current economic climate.
- The requirement to reduce spending across the whole public sector.
- The rising expectation of people regarding choice and personalisation.
- Prospect of new legislation (such as the Health and Social Care Bill and the Localism Bill).
- The reputation of the Department may suffer during a period of significant change. People's confidence in it directly impacts on their experience of the Council and on the capacity of staff to lead and manage change.

During 2011/12 there have been very large changes in the context within which DASS operates. This applies to both internal and external environments, for example

- through changes in the NHS;
- potential changes to the law following recommendations in May 2011 by the Law Commission for a single, clear, modern statute and code of practice that would pave the way for a coherent social care system; and the Dilnot Report on Funding Care and Support (July 2011);
- changes following the expansion of personalisation;
- a critical Care Quality Commission inspection report of May 2010; and
- a critical external investigation conducted by Anna Klonowski Associates Limited.

Internally this has led to changes to the way that we assess need, plan support and deliver services. These have resulted in very substantial savings to the Council as

many staff have left but have meant that our staffing structure is not aligned with our needs in all places. In addition the need to improve our services in several key areas requires structural changes.

Whilst it is necessary to continually review the structure of the Department in order to respond to internal and external drivers for change, and address arising challenges, the departmental structure is founded on three principles:

Local Services

Services are delivered where possible close to where people live.

The more “universal” the service is, the more likely it is to be delivered in localities whereas “specialist” or low incidence services are more likely to be organised borough-wide. In this case, “localities” will be best aligned with local democratic boundaries.

Integration

Services are most effective when they are planned, managed and delivered in an integrated way by multi-disciplinary teams across social care, health, the voluntary sector and other professions. This integrated work is most effective when teams are co-located.

Personalisation

Services need to follow the views, choices and assessed needs of users. This means that services will need to adapt and be flexible. It also means that users and carers should feel that there is a team supporting them with a key lead professional linking with them to make sure that services follow their needs.

2. What are we going to deliver in 2012-13?

The following section describes the work the Department will undertake during 2012/13 in terms of the key focus of the Corporate Plan. Each goal is described within the Corporate Plan and are aligned to the significant areas as described in the Adults’ Social Care Outcome Framework (ASCOF) as published by the Department of Health in July 2011.

The ASCOF is to be used to report to the Government and the Public the strengths of social care and the delivery of better of outcomes for people who use services. It will also enable Wirral to compare its results with other councils and, for example, discuss policy approaches with outstanding performers to share learning and practice. It also supports the “Local Account” of social care by providing high level information to underpin the narrative of the Account.

Corporate Goal 1: Ensure vulnerable people in Wirral are safe and protected

ASCOF definition: Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm.

Activity

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure that there are robust arrangements and procedures in place and followed in order that vulnerable people are kept safe and protected	<p>1 Project to determine effectiveness of Safeguarding policies, procedures and governance arrangements.</p> <ul style="list-style-type: none"> • Governance arrangements to include accountabilities between SAPB/Community Safety Partnership and Health and Wellbeing Boards. • Develop and embed a quality assurance auditing framework in DASS/SAPB picking up Peer Review Challenges such as performance management and benchmarking • Undertake audit of effectiveness of service and ensure service improvements takes place on key changes. • Ensure additional safeguarding posts are operational • Ensure actions and learning from AKA report is <ul style="list-style-type: none"> ▪ a) implemented and ▪ b) DASS and SAPB can lead on critical changes. <p>Timescale for implementation: April 2012 to March 2013</p>	<p>The percentage of who report their services make them feel safe and secure (Annual Adult Social Care Survey Question 7 - 'Safe' and Adequately Safe').</p> <p>The percentage of Safeguarding Alerts completed within 24 Hours (Local Indicator 8866).</p> <p>The percentage of Safeguarding Referrals completed within 28 Days (Local Indicator 8867).</p>	91%	93%	YES	Head of Safeguarding

DRAFT (v5.1)

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure that the provision of support and care in the independent sector is of the highest possible quality	<p>2. Project to review contracting activity.</p> <ul style="list-style-type: none"> • Ensure additional safeguarding posts in contracting and safeguarding are operational. • Develop self evaluation and benchmarking programme for providers. • Embed new procedure on ‘Serious concern about a Provider’ to ensure effective, timely action is taken to immediately safeguard service users. • Review quality assurance and service standards to ensure that they safeguard people and promote their dignity and control. • Establish process to ensure that all providers complete safeguarding self-assessment –SAPB to monitor through ‘improvement conversations. • Prioritise CRB checks for volunteers. <p><i>Timescale for implementation: April 2012 to December 2012</i></p>	The percentage of scheduled reviews for residential homes completed (New Indicator).	N/A	75%	YES	Head of Safeguarding

Corporate Goal 2: Ensure that the widest possible options for care and support are made available close to where people live

ASCOF definition: Ensure that the people who use services have a positive experience of care and support.

Activity

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure that children with disabilities are effectively supported with the transition into adulthood	<p>3. Project to implement revised transitions protocol</p> <ul style="list-style-type: none"> Develop links with secondary schools, parents and other groups to improve the transition pathway <p><i>Timescale for implementation: April 2012 to September 2012</i></p>	The percentage of young adults transition plans that are put in place 3 months before moving into Adult Social Care Services during 2012/13 (New Indicator)	N/A	100%	YES	Head of Community Services.
Provide universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent.	<p>4. Project to Review and evaluate customer access to the Department's information sources.</p> <p><i>Timescale for implementation: June 2012 to December 2012</i></p>	The percentage of people finding it 'fairly' or 'very' easy to find information about services (Annual Adult Social Care Survey Question 13).	48%	55%	YES	Head of Finance & Performance

DRAFT (v5.1)

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure that people who use social care and their carers are involved in the planning and evaluation of services, and are satisfied with their experience of care and support services.	<p>5. Project to ensure robust Budget and Commissioning processes are in place.</p> <ul style="list-style-type: none"> • Update Joint Strategic Needs Assessment • Develop over-arching Commissioning Strategy; • Consult on Strategy Proposals; • Obtain Cabinet approval for Strategy; • Develop joint commissioning strategies with key partners, including the Clinical Commissioning Group (CCG) • Develop specific safeguarding and personalisation commissioning strategies that reflect citizens' views • Evaluate outcomes as part of commissioning process. <p><i>Timescale for implementation: July 2012 to June 2013</i></p>	<p>The percentage of people who report being included in arranging their care (New Indicator in Annual Target Annual Adult Social Care Survey New Question).</p> <p>The percentage of carers who report being included in arranging care (Annual Carers Survey).</p> <p>The percentage of people who report being 'quite', 'extremely' or 'very' satisfied with their services (Annual Adult Social Care Survey Question 1– 'extremely', 'very' and 'quite' satisfied).</p> <p>The percentage of carers who report being 'fairly', 'very' or 'extremely' satisfied with social service (Annual Carers Survey).</p>	<p>N/A</p> <p>51.5%</p> <p>91%</p> <p>56%</p>	<p>55%</p> <p>55%</p> <p>93%</p> <p>58%</p>	<p>YES</p>	<p>Head of Finance & Performance with support from Head of Safeguarding , Head of Personal Assessment & Planning and Head of Community Services</p>

Corporate Goal 3: Ensure that people can choose the care they need from a range of high-quality support services and options for care

ASCOF definition: Enhance the quality of life of the people who have care and support needs.

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Transform in-house day services through engagement with local communities, residents and carers.	<p>6. Project to Transform Day Services.</p> <ul style="list-style-type: none"> • Complete Consultation • Evaluate Business Hub Pilot • Formal approval of revised service model • Implement revised service model • Improve access to employment through Business Centre development and development of wider employment opportunities <p>Timescale for implementation: April 2012 to July 2013</p>	<p>The percentage of those people with a learning disability known to the department in 2012/13 in paid employment (New indicator).</p> <p>New indicator measuring ratio of number of people accessing internal/external day care support will be identified. Measure and targets will be set after consultation report has been considered by Cabinet.</p>	3.74%	5.00%	YES	Head of Community Services
Provide integrated, high quality services in local settings	<p>7. Project to further develop integrated locality teams alongside NHS Wirral Community Trust and GP practices.</p> <ul style="list-style-type: none"> • Re-engineer assessment processes. • Review high cost places • Restructure locality teams alongside ward boundaries • Integrated health and social care delivery partnerships to improve the support for people with long term conditions in priority areas (dementia, reablement end of life care) <p>Timescale for implementation: April 2012 to March 2013</p>	<p>Percentage of people using services that are satisfied with their service (Annual Adult Social Care Survey Question 1 – ‘extremely’, ‘very’ and ‘quite’ satisfied).</p> <p>The proportion of people who are recorded as ‘delayed transfers of care’ from hospital per 100,000 people (NI 131).</p>	88%	90%	YES	Head of Personal Assessment & Planning
			TBD	TBD		

	<p>8. Project to fully integrate hospital discharge service and develop team around the adult model.</p> <ul style="list-style-type: none"> Review processes. Re-engineer processes so as to integrate those of DASS and WUTH <p>Timescale for implementation: September 2012 to June 2013</p> <p>9. Project to integrate Learning Disability Teams aligned to CWP Trust or localities</p> <ul style="list-style-type: none"> Integrated partnerships to improve the support people with long term conditions in priority areas (dementia, end of life care) developed. <p>Timescale for implementation: April 2012 to March 2013</p>				<p>YES</p> <p>YES</p>	
<p>Ensure that people can manage their own support as much as they wish so that they are in control of what, how and when support is delivered to match their needs</p>	<p>10. Project to review operational personalisation procedures.</p> <ul style="list-style-type: none"> Redesign self directed assessment process alongside RAS. Rollout new process to operational teams <p>Timescale for implementation: April 2012 to March 2013</p> <p>11. Project to review processes related to Carers.</p> <ul style="list-style-type: none"> Complete review of Carers RAS, consult on changes and implement new system Confirm and implement allocation and distribution arrangements for carers role through DASS where appropriate. <p>Timescale for implementation: April 2012 to December 2012</p>	<p>The percentage of people feeling in control of their care services (Annual Adult Social Care Survey Question 3 – ‘much’ and ‘adequate’ control).</p> <p>The percentage of all those who approach the Department for support in 2012/13 are self-directing their support (NI 130).</p> <p>The percentage of Carers reporting ‘alright’ or ‘better’ quality of life as a result of services (Annual Carers Survey Question 3).</p>	<p>75%</p> <p>80%</p> <p>82.3%</p>	<p>77%</p> <p>90%</p> <p>84%</p>	<p>YES</p> <p>YES</p>	<p>Head of Personal Assessment & Planning</p>

	<p>12. Project to review arrangements for Support Planning.</p> <ul style="list-style-type: none"> • Agree future arrangements for delivery of support planning and, brokerage and managed funds across social care sector • Develop and implement accreditation frameworks as required and review practitioner roles as required. • Complete internal and external support planning audit to identify key areas for development <p><i>Timescale for implementation: April 2012 to December 2012</i></p> <p>13. Project to review short term breaks. Evaluate the impact on changes to the care and support sector in the delivery of flexible and personalised short term breaks</p> <p><i>Timescale for implementation: June 2012 to March 2013</i></p> <p>14 Project to improve performance on statutory reviews.</p> <ul style="list-style-type: none"> • Review current working practices and processes • Assess data collection processes • Develop a framework to ensure that reviews are monitored and carried out in a timely manner <p><i>Timescale for implementation: June 2012 to June 2013</i></p>				<p>YES</p> <p>YES</p> <p>YES</p>	
<p>Provide support for people with learning disabilities and mental health needs to access training and</p>	<p>15 Project to develop departmental response to National Autism Strategy</p> <p>MILESTONES AWAITED (KR will provide by 26/2)</p>	<p>The percentage of those people with a learning disability known to the department in 2012/13 in paid employment (New indicator).</p>	<p>3.74%</p>	<p>5%</p>	<p>YES</p>	<p>Head of Community Services</p>

DRAFT (v5.1)

employment opportunities	<i>Timescale for implementation: April 2012 to March 2013</i>	The percentage of those people with mental health issues known to the department in 2012/13 in paid employment (New indicator).	3.55%	5%		
		The percentage of those people with a learning disability known to the department in 2012/13 in settled accommodation (New indicator).	80%	88%		
		The percentage of those people with mental health issues known to the department in 2012/13 in settled accommodation (New indicator).	72%	80%		
		Project in place.	N/A	March 2013		

Corporate Goal 4: Ensure that vulnerable people and those in later life can get the care and support they need at an early stage to prevent problems getting worse

ASCOF definition: Delay and reduce the need for care and support.

Activity

We will... (Corporate Plan focus)	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure that when people develop care needs the support they receive enables them to recover and regain their independence	<p>16 Project to further develop the ‘team around the person’ approach.</p> <ul style="list-style-type: none"> Review the Wirral STAR service and make recommendations for the future provision to maximise efficiencies. Establish a model and funding for the Rapid Access service in partnership with NHS Wirral. Complete the commissioning of rehabilitation services and funding arrangements with the GP consortia and finalise care pathways Confirm future investment in A&E diversion schemes <p>Timescale for implementation: April 2012 to December 2012</p>	<p>The proportion of people who are admitted into residential and nursing homes in 2012/13 (per 1000 people – ‘QOM’ indicator).</p> <p>The percentage of people discharged from hospital into re-ablement /rehabilitation in 2012/13 are intended to still at home after 91 days (NI 125).</p> <p>The proportion of people who are recorded as ‘delayed transfers of care’ from hospital per 100,000 people (NI 131).</p>	<p>2.13</p> <p>93%</p> <p>1.9</p>	<p>1.50</p> <p>96%</p> <p>1.5</p>	<p>YES</p>	<p>Head of Personal Assessment & Planning</p>
Reduce the need for formal care by increasing the use of high quality cost effective prevention services	<p>17. Project to review prevention services.</p> <ul style="list-style-type: none"> Review Assistive Technology service. Review ‘Wirral Well’ involvement. Review POPIN services Develop case finder schemes in localities to maximise access to community and informal support networks. Review commissioning process of voluntary, community and faith sector services Develop a commissioning strategy for preventative services 	<p>The percentage of people finding it ‘fairly’ or ‘very’ easy to find information about services (Annual Adult Social Care Survey Question 13).</p> <p>The percentage of Carers finding it ‘fairly’ or ‘very’ easy to find information about services (Annual Carers Survey).</p> <p>The percentage of Social Care equipment delivered within 7 working days (New Local Indicator - formula for 2012/13 will include</p>	<p>48%</p> <p>38%</p> <p>TBD</p>	<p>55%</p> <p>40%</p> <p>TBD</p>	<p>YES</p>	<p>Head of Finance & Performance</p>

DRAFT (v5.1)

	<i>Timescale for implementation: April 2012 to March 2013</i>	all services related to Social Care services that deliver equipment. Relevant target awaited). The proportion of people per 100,000 of the population that are supported to live at home (NI 136).	2,900	3,200		
--	--	--	-------	-------	--	--

Departmental Goal 1: Improving processes to improve services

Activity

We will...	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead
Ensure business processes are effective and efficient.	<p>18. Undertake the LGA-supported Care Efficiency Programme.</p> <ul style="list-style-type: none"> • Develop Efficiency strategy; • Obtain Cabinet Approval; • Develop Action Plan to deliver identified Efficiencies; • Assess level of external support required; • Implement Action Plan. <p><i>Timescale for implementation: May 2012 to May 2014</i></p>	<p>Efficiency Programme Initial report presented to Cabinet.</p> <p>Percentage of assessments undertaken within 28 days (NI 132)</p> <p>Percentage of support packages undertaken within 28 days (NI 133)</p> <p>Number of assessments that are Self-Directed (Local Indicator 8858)</p> <p>Percentage of Reviews undertaken (New Indicator).</p>	<p>N/A</p> <p>80%</p> <p>92%</p> <p>94%</p>	<p>May 2012</p> <p>85%</p> <p>93%</p> <p>96%</p>	YES	Head of Community Services
Ensure performance monitoring is robust.	<p>19. Project to ensure there is sufficient capacity to deliver change.</p> <ul style="list-style-type: none"> • Implement Departmental restructure; • Strengthen current performance systems and processes; • Develop more whole systems approaches to services. <p><i>Timescale for implementation: June 2012 to December 2012</i></p>	<p>Review report and recommendations accepted by SLT</p>		<p>June 2012</p>	YES	Head of Finance & Performance

Departmental Goal 2: Implement the Action Plan in response to the Independent Review of Claims made by Mr Martin Moreton (and others).

We will...	2012-13 Actions / Milestones	Relevant performance measures / indicators	Baseline	2012/13 Target	Is an EIA required?	Dept Lead		
Ensure that the issues raised in the Independent Review are addressed	<p>20. Project to address issues raised in the Independent Review.</p> <ul style="list-style-type: none"> The Officers consider and report to a future Cabinet meeting, during Spring 2012, the proposed way forward relating to other charging issues (outlined in Report paragraph 6.2.14 and Appendix 4 to Annex A). The Council favourably reconsiders the effective date for the calculation of the reimbursements for those service users who had lived in the 3 West Wirral properties and their surviving relatives. The context of the "benefits trap" also needs to be considered as part of this process. The Council favourably reconsiders the calculation of the reimbursement for the lack of interest. Again this must be considered in the context of the benefits trap. The outcome of complaint 3's stage 3 complaint should be reviewed in the light of the context of the events precipitating Service User 2's need to relocate and in the consultant's view this should lead to DASS honouring the commitment to pay the top-up payment. The quality of inputs to and outcomes from Adult Protection strategy meeting should be kept under close review, with a particular emphasis on at least the following questions at each meeting: <ol style="list-style-type: none"> 1.What has changed for the better for the vulnerable adult? 2. Why did the change not occur sooner? 3.What is the pathway (or project plan) for 	Review the Review the other issues referred to by AKA and report findings to Cabinet.		Apr 12	YES	Head of Finance & Performance (unless otherwise stated)		
		Clarify impact of the 'benefits trap'		Feb 12				
		•Report outcome and options to Cabinet		Apr 12				
			Clarify impact of the 'benefits trap'.			Feb 12		Head of Safeguarding
			Report outcome and options to Cabinet.			Apr 12		
			Identify person. Review evidence. Resolve outstanding issues.			Mar 12		
			Review process against recommendations. Revise the process in line with Best Practice. Improve reporting and recording of strategy meetings. Overview report to DASS and Safeguarding Board (input and outcomes).			Complete		
			Apr 12		Head of Safeguarding			
			Jul 12					

DRAFT (v5.1)

	<p>resolving this referral? 4. Who is responsible for each action? 5. Who is taking overall responsibility for the case and will be held accountable for the quality and timeliness of both the review and its resolution?</p> <ul style="list-style-type: none"> • Details of Adult Protection concerns raised must be logged centrally with a close monitoring of the inputs, outputs and outcomes recorded in detail such that the Director can report in an open and transparent way Leading Members monthly and the Health and Social Care Select Committee on a quarterly basis. • Opportunities for the improvements in the CCA and review process should be considered and proposals for improvement reported via the Cabinet Portfolio holder during the Spring of 2012. • The effectiveness of the actions put in place since the CQC report in relation to Adult Protection (now Safeguarding) should inform the above, but must be based upon quantitative and qualitative analysis contained within a formal report to Members before the peer review in the Autumn. • The Director of Adult Social Care should continue to ensure that there is a shared understanding of the risks and issues facing DASS, at Member and Corporate Management team levels, together with the proposed mitigating action(s). This should be undertaken both formally and informally • DASS needs to improve its early engagement activities with the HB Team to ensure future Supported Living proposals and the providing agencies are clear as to the likely benefits payable. • DASS should ensure that the planned use of a “peer review” to check, challenge/verify the improvements and achievements of the department is seen as a means by which regular external progress assessments can be undertaken and that the Cabinet portfolio holder is engaged in the discussions with 	<p>Currently recorded into CADT system - single point of entry.</p> <p>Overview report to DASS and safeguarding Board (input and outcomes).</p> <p>Personalisation process to be reviewed and evaluated.</p> <p>Report to Cabinet</p> <p>Report to Cabinet</p> <p>Risk Register in place and appropriately reported.</p> <p>Cabinet Member inclusion at Performance SLT + monthly discussion</p> <p>Project to formalise closer working relationships underway.</p> <p>Pathway clarified</p> <p>First stage – undertake Self Evaluation (Peer Challenge).</p> <p>Corporate review to be mapped.</p>		<p>Completed</p> <p>Apr 12</p> <p>May 12</p> <p>June 12</p> <p>Completed Nov 11</p> <p>Feb 12</p> <p>Feb 12</p> <p>Apr 12</p> <p>Apr 12</p> <p>Completed</p> <p>Apr 12</p>		<p>Head of Safeguarding</p> <p>Head of Community Services</p> <p>Head of Community Services</p>
--	---	--	--	---	--	---

DRAFT (v5.1)

	<p>those undertaking the review(s).</p> <ul style="list-style-type: none"> • The Director of Adult Social Services to review the resources allocated to safeguarding and contract monitoring, reporting back to Members at Cabinet or the Cabinet Subcommittee within 6 weeks of the publication of this report. • The Cabinet ensures that the outstanding allegation from the Service Provider 3 in relation to the level of DASS funding is thoroughly and robustly investigated with a view to early resolution. This will require the development of an action plan which is approved by the Director and Cabinet Portfolio holder that includes the delivery of written updates to the Cabinet Portfolio holder approximately in a 2 weekly cycle. • Identify all service user related risk and ensure that people are safe. • Ensure that learning from the investigation is incorporated into both actions and leadership styles in the Directorate. 	<p>Employed: - 5 Quality Assurance Officers; 3 Safeguarding Officers; 4½ Social Workers; 3½ Advanced practitioners</p> <p>Review current position in relation to contract.</p> <p>Develop actions as necessary.</p> <p>Cost and report to Cabinet Member.</p> <p>All Safeguarding references regarding people in report individuals to be identified, circumstances investigated and resolved.</p> <p>Ensure SLT undertake a full review of report, incorporate feedback and learning into Business Plan/leadership development.</p>		<p>Completed</p> <p>May 12</p> <p>May 12</p> <p>May 12</p> <p>Apr 12</p> <p>Apr 12</p>		<p>Head of Safeguarding</p> <p>Head of Safeguarding</p>
--	--	--	--	--	--	---

3. Financial Planning

The following table should show at a high level (e.g. as or similar to the Objective Summary of the estimates Budget Book) how the department revenue budget supports the five Corporate Plan themes.

A. Revenue

Revenue Budget 2012/13 and Support for Corporate Themes			
Theme/Division	Services (provided)	Gross Budget	Net Budget
		£000	£000
Your Economy			
Total			
Your Family – Adults			
	Service Manager	708.7	0
	I C and W Support	1,124.6	272.1
	Service Manager	550.4	0
	Assessment and Care Management	2,267.2	2,177.7
	Community Care	4,390.0	4,046.1
	Service Manager	981.3	0
	Day Care	7,475.6	7,139.3
	Residential Homes	3,330.0	2,795.1
	Supported Employment	1,213.8	1,170.9
	Supported Living	8.0	8.0
	Service Manager	832.8	0
	Bebington and West Wirral Locality	17,108.8	9,763.0
	Birkenhead Locality	23,000.0	12,936.4
	Wallasey Locality	12,049.8	7,043.0
	Mental Health	7,474.2	4,552.9
	Learning Disabilities	21,827.0	10,274.4
	Equipment and Adaptations	1,460.8	1,285.9
	Home Care	3,520.4	537.3
	E D T	516.8	248.9
	Other Services	1,288.3	1,222.0
Total		111,128.5	65,473.0
Your family - Children			
Total			

DRAFT (v5.1)

Your Neighbourhood			
Total			
Your Council			
	Management	527.1	0
	Property Management	353.4	47.9
	Finance Support	7,708.6	0
Total		8,589.1	47.9
Overall Total		119,717,600	65,520.9

Policy Options

Policy options support the following corporate plan Themes		
Policy Options 2012/13	One Off funding for	£000
Your Economy etc		
To be completed once budget is agreed February/March		

Savings

Savings 2012/13	To be achieved by	£000
To be completed once budget is agreed February/March		

B. Capital

In 2012/13 this will support the following Corporate Plan Themes			
Theme/Scheme	Details	2012/13	2013/14
		£000	£000
Your Economy			
Total			
Your Family - Adults			
Transformation of Day Services	Ensuring the best facilities for people who use services	1,250	0
Integrated IT with Adult Social Services	Providing front line staff with the best equipment to serve people who use services	1,500	0
Total		2,750	0
Your family - Children			

Total			
Your Neighbourhood			
Total			
Your Council			
Total			
Overall Total		2,750	0

4. Workforce

4.1 Workforce Monitoring

HR will provide relevant workforce profile information.

4.2 Workforce Planning

Workforce Issue	Broad Skill Development Needs	Planned Actions	Financial Implications
<p><u>Project Links- Projects 2, 5, 6, 7 & 12.</u> Need to assess impact of personalisation on the workforce which delivers assessment, care management, support planning and re-ablement services to ensure there is an appropriate skills mix to deliver new services.</p>	<ul style="list-style-type: none"> • Assessing to Outcomes; • Finance (including benefits); • Support planning; • Outcome-based Reviewing; • Data inputting; • Action Planning. 	Provide programme of skills based training for practitioners to support the role of personalisation.	Information Pending
<p><u>Project Links- Project 1</u> Assess impact of day services review on workforce to ensure appropriate skills mix to deliver service</p>	<ul style="list-style-type: none"> • Business Advice; • Change management; 	Information Pending	Information Pending
<p><u>Project Links- Projects 3, 4, & 11.</u></p>	<ul style="list-style-type: none"> • Multi-disciplinary 	Information	Information Pending

<p>Assess further integration of locality based staff with health through joint workforce planning project.</p>	<p>team-working; <ul style="list-style-type: none"> • Knowledge development re Health systems and services; • Change management </p>	<p>Pending</p>	
---	---	----------------	--

5. **Equality and Diversity**

In support of the Council’s statutory duties in relation to the Equality Act 2010, the Department will implement the Council’s Equality and Diversity Policy and undertake the following actions:

- Revitalise the Department’s Equality and Diversity Group and ensure that there is good representation from across the department and require representatives to liaise with their teams and actively promote equality and diversity
- Ensure that officers within the department are fully briefed about the Council’s duties and provided with advice, guidance and examples of good practice.
- Complete Equality Impact Assessments for appropriate elements of the Department Plan and where there is a change to strategy, policy and practice.
- Require that EIAs be completed at the early planning stages, reviewed during the planning process and be presented alongside reports to Cabinet and Overview & Scrutiny Committees.
- Officers will be expected to not simply record what the equality implications are of any changes to strategy, policy and practice but act on the findings.
- Undertake a review over a period of time of all existing Equality Impact Assessments to ensure that they remain current.
- Analyse areas and functions where there are no Equality Impact Assessments and evaluate whether one is necessary.

In addition to Departmental work DASS will seek to develop an overarching Equality Analysis for both Safeguarding Adult Partnership and Learning Disability Partnership Boards.

All of the Department’s priorities demonstrate its commitment to advancing equality through minimising disadvantage, meeting the needs of people from the protected groups, and encouraging participation in public life as required in the general equality duties. Some of the priorities are also about eliminating discrimination, harassment and fostering good relations between groups such as transforming day services, supporting victims of domestic violence, and enabling people to have increasing choice and control over their lives.

6. Departmental Risk Register

Corporate Plan Activity	Risk Description	Risk Owner / Responsible Officer.	Category	Existing Control Measures	Net Likelihood Score	Net Impact Score	Net Total risk score	Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
Safeguarding	Failure in safeguarding arrangements.	Graham Hodkinson/	Reg / Legal/ Statutory	Local Safeguarding Board monitors serious case review action plans. Weekly performance monitoring of Safeguarding information. Monthly Safeguarding Strategy meetings.	2	5	10	Monthly		Head of Safeguarding and Care Governance	Ongoing
Departmental Budget	Risk of spend not being contained within resources allocated to department.	Graham Hodkinson	Strategic	Monthly monitoring and quarterly reporting to members. Vacancy freeze, restrictions on travel, courses and other discretionary budgets.	4	4	16	Monthly to PMSLT	Individual meetings with budget managers. Specific focus on overheating budgets.	Head of Finance and Performance	Ongoing
Changes in HR services	Impact on the ability to deliver an effective	Graham Hodkinson	Strategic	Regular scrutiny and monitoring	4	3	12	Monthly to PMSLT	Regular reviews at PMSLT.	Head of Finance and Performance	On going

DRAFT (v5.1)

Corporate Plan Activity	Risk Description	Risk Owner / Responsible Officer.	Category	Existing Control Measures	Net Likelihood Score	Net Impact Score	Net Total risk score	Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
	service across the Departments responsibilities.										
Introduction of a new Sector-Led Improvement framework	The Department fails to meet the requirements of the new framework.	Graham Hodkinson		Early engagement with The Local Government Association to undergo formal Peer Review.	1	4	4	Monthly to PMSLT		Head of Finance and Performance	On Going
Economic Climate	<p>Additional pressure on services with emphasis on Personalisation .</p> <p>Impact of the Welfare Reform Bill changes.</p> <p>Impact of changes to other Council services.</p> <p>Impact of changes to partner services e.g. Health.</p>	Graham Hodkinson	Financial	<p>Performance monitoring of status of demands on services.</p> <p>Targeting of resources to areas of high demand.</p> <p>Joint working between Departments in place e.g. Joint Safeguarding.</p> <p>Work with NHS partners to evaluate and mitigate the impact of proposed changes.</p>	4	4	16	Monthly	Early intervention targeted activity.	Head of Finance and Performance	Ongoing

This page is intentionally left blank