



Families and Wellbeing Policy and Performance Committee

Date:	Thursday, 5 December 2013
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer: Lyndzay Roberts
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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST / PARTY WHIP

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

Members are reminded that they should also declare whether they are subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

2. MINUTES

To approve the accuracy of the minutes of the last meeting of the Families and Wellbeing Policy and Performance Committee held on 4 November, 2013.

(To Follow)

3. BUDGET OPTIONS - FOLLOW UP INFORMATION

To consider follow-up information in relation to the following:

- Shared Services & Integration (Verbal Update)
- Childrens Centres (Verbal Update)

4. FOSTERING ANNUAL REPORT (Pages 1 - 8)

To consider the report of the Children's Services Director

5. ADOPTION ANNUAL REPORT (Pages 9 - 14)

To consider the report of the Children's Services Director

6. HEALTH & WELLBEING STRATEGY AND ACTION PLAN (Pages 15 - 24)

The Committee is asked to note this item which had been previously considered by the Health and Wellbeing Board on Wednesday 13 November 2013.

7. LEISURE REVIEW (Pages 25 - 52)

To consider a presentation by Clare Fish, Strategic Director, Families and Wellbeing

8. WORK PROGRAMME (Pages 53 - 58)

9. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR

Agenda Item 4

WIRRAL COUNCIL

FAMILIES AND WELBEING COMMITTEE

5TH DECEMBER 2013

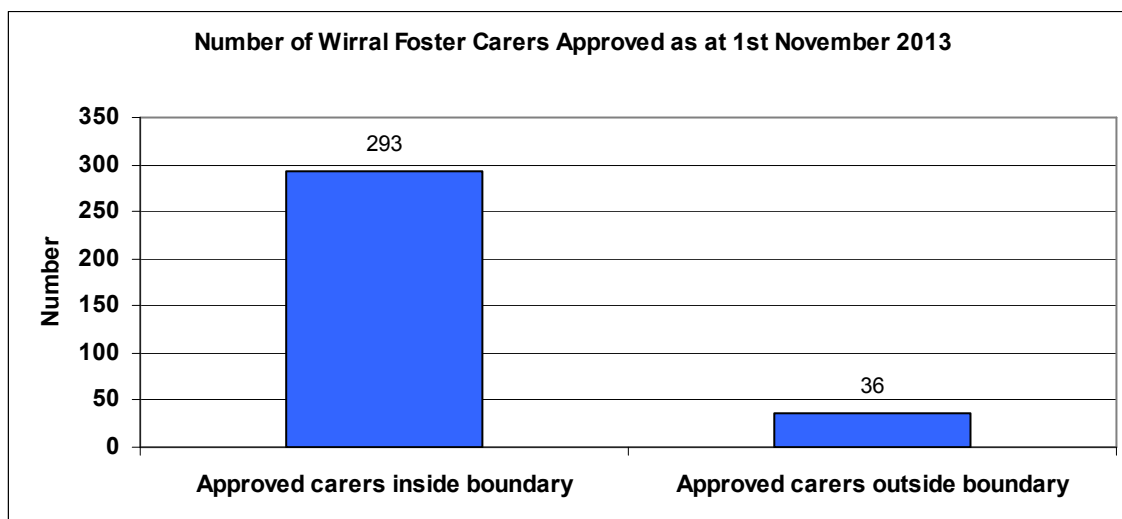
SUBJECT:	ANNUAL FOSTERING REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF CHILDREN'S SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

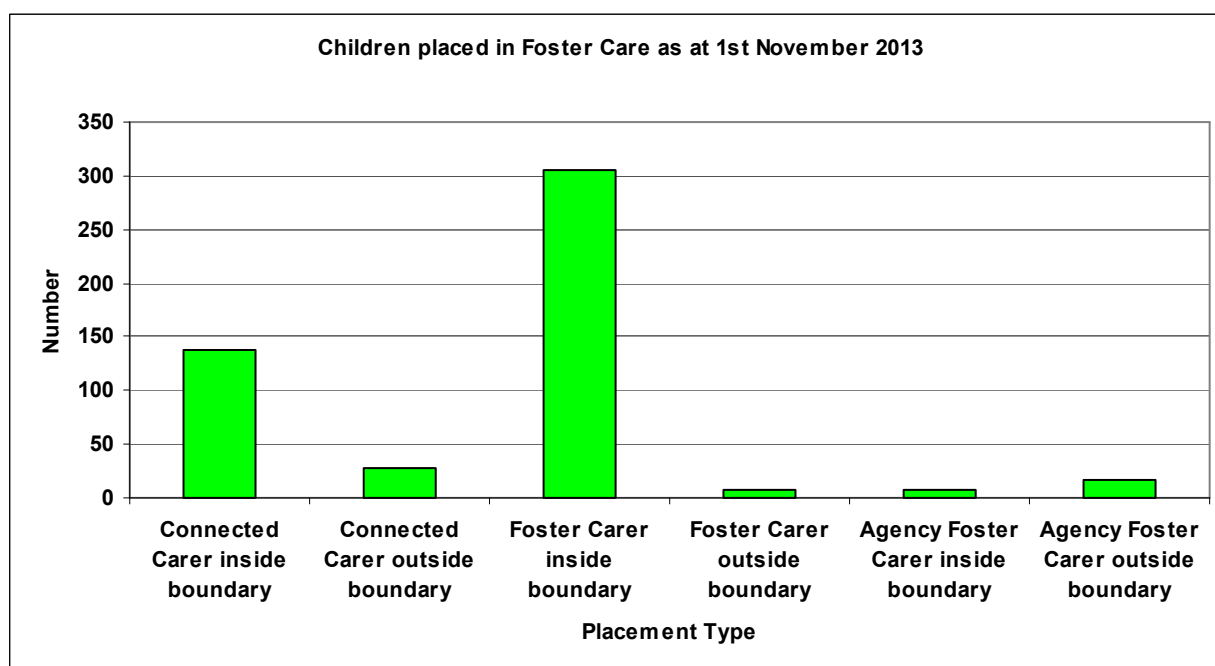
- 1.1 The purpose of this report is to provide an update on developments and performance in Wirral Fostering Service in accordance with the requirements of the Fostering Regulations and Guidance 2011 (National Minimum Standards 25.7, Regulation 35). This is an annual report to this Committee. There are a further three reports during the year which are presented to the Corporate Parenting Group and together this supports meeting the requirements of this standard.
- 1.2 The Fostering Service provides quality foster care for children who need to be looked after in public care; this is at a much lower cost than other regulated children's placements. Fostering involves caring for a child in your own home when they are unable to live with their birth family.
- 1.3 There are many different types of foster care. Some children need a foster home for just a few days, until they return to their birth family or move on elsewhere, while a small number of children will need a family to care for them for many years.
- 1.4 When a child is placed with foster carers, they will form part of the team around the child, working with social workers and other professionals to make sure the child receives the care they need. They may also have contact with the birth parents and families of the fostered child to support their ongoing relationship and help them return home where possible.
- 1.5 Local Authorities must ensure that they are able to provide sufficient foster care placements for those children who need family based care in accordance with the relevant Regulations and Standards governing such services.

2.0 BACKGROUND AND PERFORMANCE

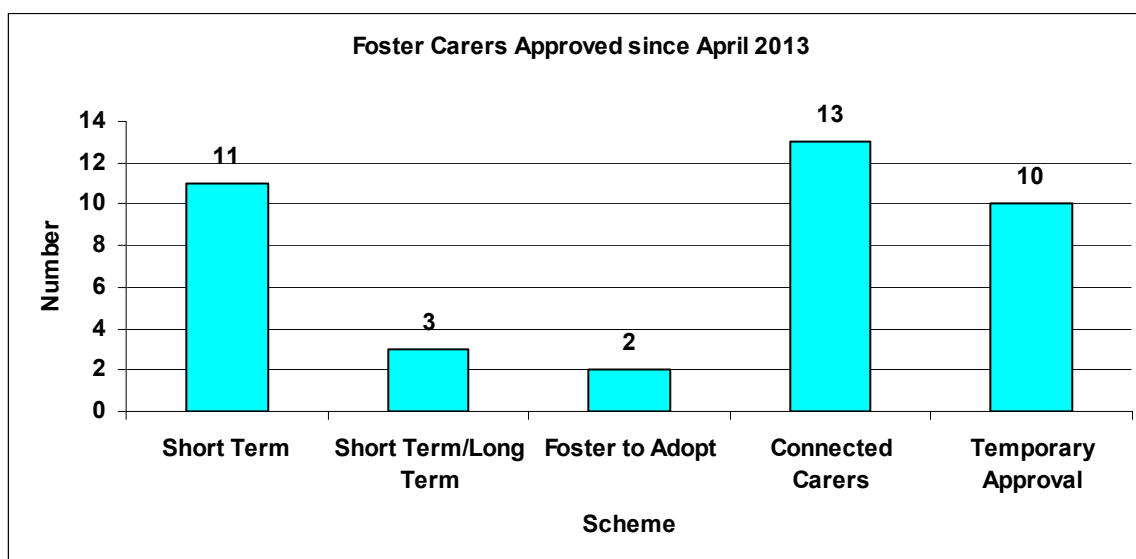
- 2.1 The recruitment of foster carers is an ongoing process locally, with a challenge to provide placement choice to ensure appropriate matching between a child and their foster carer. The recruitment strategy has focused this year on areas where there is less placement choice for children. These areas include teenagers who require foster care; children who have more complex needs; and children who are part of a large sibling group for whom there is a plan to place together.



The above table shows a proportion of foster carers who are placed outside Wirral's boundary. These are largely connected carers, related or connected to a child or children in care. The table below shows a breakdown of the type of foster care Wirral children are placed with, and this includes those foster carers who are commissioned through a private fostering agency.

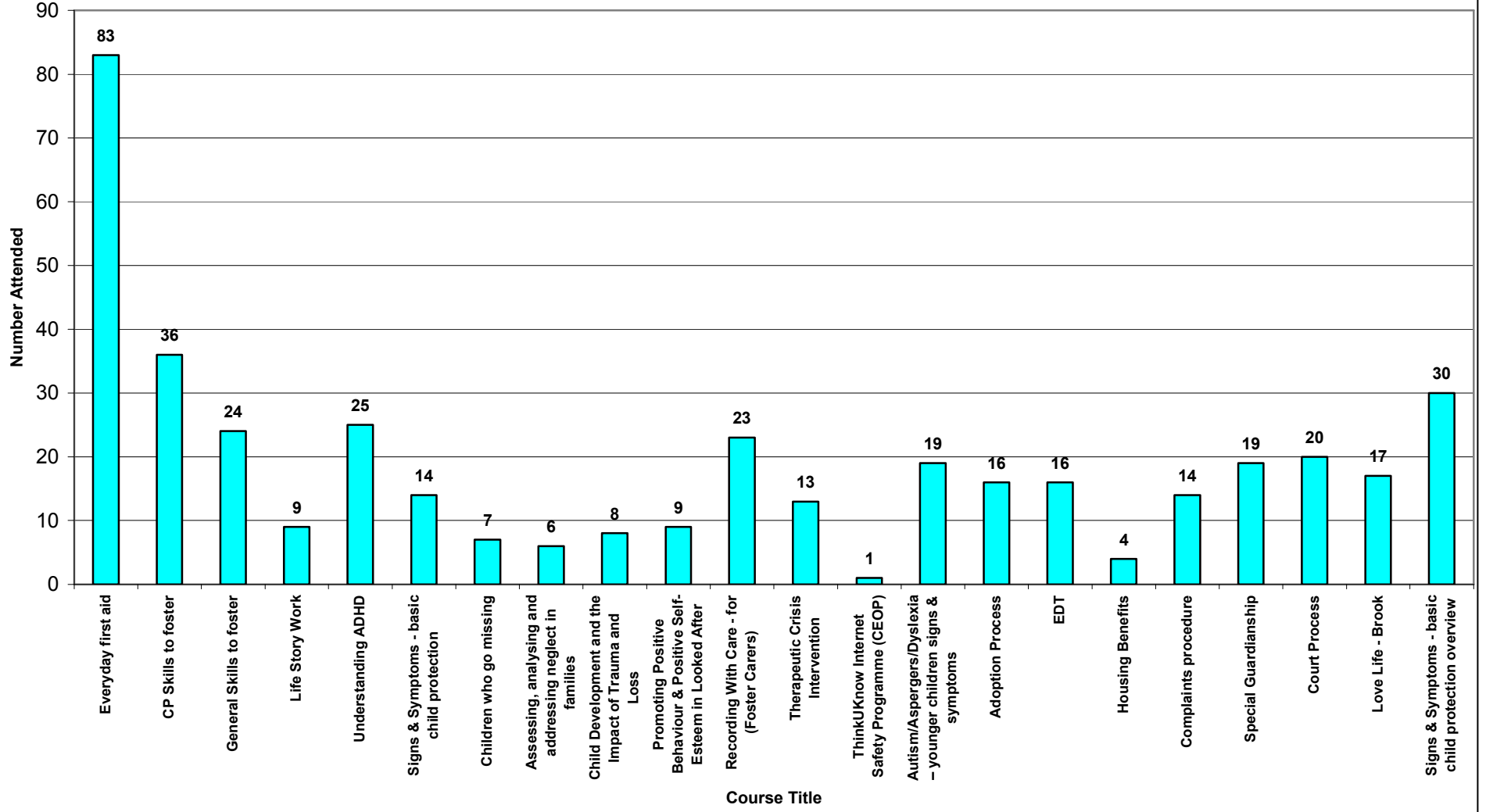


The table below simply represents a further breakdown of the types of carers that have been approved since April this year to 1st November 2013



- 2.2 The Fostering Panel generally meet every three weeks to make recommendations on approval of new fostering families, the first review of approved foster carers and any other review that is considered as necessary to return to panel, e.g. deregistration, significant changes in the foster family. It is a requirement that Fostering Services have a designated panel to meet the relevant regulations.
- 2.3 Fostering Panel is a demanding role for its members, who include independent members, an elected member, a social worker and a health professional. Panel have met 18 times within a twelve month period, considering 105 approvals, 13 de-registrations and 56 reviews.
- 2.4 The panel has a role in recommending a change of registration. The panel also have an overview of the training foster carers complete and their readiness to progress to work with children who have more complex needs.
- 2.5 Wirral Foster carers are encouraged to continue their development through training in a variety of forums, such as on line training modules, web based electronic learning, support groups and peer mentoring.
- 2.6 A new Foster Carer Web Forum is currently being developed, to enable foster carers and staff to exchange views, information, advice, support and training. This is an exciting opportunity to enhance communication between carers themselves and also for the team to keep carers up to date with information and news of events. Although the Web Forum is still in the consultation stage, it is envisaged that it will be up and running early in the New Year.
- 2.7 The table below shows the number of foster carers who have attended a range of courses. There has been a greater focus over the last year in working with foster carers on their development and promoting training opportunities. Improved attendance at training has continued. This could be further enhanced by considering how foster carers who work can be supported to attend training.

Foster Carer Training



There are two key indicators that relate to the Fostering Service which are about placement stability Performance Indicator (PI) 62 is the percentage of children looked after who have experienced three or more placement moves during the year. Percentage indicator (PI)63 is the percentage of looked after children aged under 16 who have been continuously looked after for at least 2.5 years and who have lived with the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement have lasted for at least 2 years.

It should be noted that the performance indicators relate to all children in care, not just those placed with Wirral foster carers.

At September 2013 the figure for PI 62 is 6.6%. This has reduced from the figure reported last June 2012 of 11.3%. Whilst a low percentage of children experiencing three or more placements in the year is regarded as good performance, this may also be indicative of children's plans not progressing to permanence in a reasonable time. This is being addressed through a project funded through adoption grant.

At September 2013 the figure for PI 63 is 69.8%. This is an improvement on the last figure reported in June 2012 of 66.9%.

Complaints are dealt with in accordance with corporate requirements and the Children Act 1989 Representations Procedure (England) Regulations 2006. Children are supported in making complaints by an independent advocacy service, designated children's complaints officer, freephone number and information provided on the Children In Care website. There were only 3 complaints formally recorded concerning the fostering service between 1st April 2012 and 31st March 2013. This is a low number of complaints and further work is being undertaken to promote how children in care can tell us about what they are not happy with.

DEVELOPMENTS

- 2.8 Wirral Council is part of a North West Consortia of six Local Authorities and two independent agencies who bid for a government grant for the "Expanding Foster Carer project" The bid was successful and although it is early days, work has started. The project aims to develop a good practise strategy for recruitment and retention of foster carers. The project is expected to run for two years and is supported by the Department for Education.
- 2.9 The first phase of the project is data collection which is almost completed. Presently there are forums being held for foster carers, looked after children, care leavers, social workers and supervising social workers to present their views about what makes 'good' foster families, what attracts families to fostering, what keeps foster families wanting to foster and what might the barriers to fostering be? The outcome of these focus groups, along with the data collected, will inform the needs analysis which in turn will lead to the overall strategy. Wirral Social Workers and supervising social workers attended the forum with Warrington and Core Assets' on 30th September 13.
- 2.10 The Team Manager of the fostering team is part of the steering group which meet monthly with the partner agencies involved with the project. She also attends 'Learning Days' on a three monthly basis with other projects around the country.

- 2.11 Early headlines from the North West project are that Local Authorities can recruit more cost effectively than independent agencies. Local Authorities can recruit 2 foster families, to 1 foster family in the Independent agency, for the same cost. Over half of our foster carers are aged over 50 years and postcode evidence indicates we need to recruit foster carers from a wider range of wards in Wirral.
- 2.12 The project will move on to support to foster carers and to promote the development of existing carers, not simply to retain their service but to build on their knowledge and skills as an investment for the Local Authority who have already recruited them. This is an important area for Wirral to focus on, due to the resources used in recruiting and assessing foster carers, whilst also supporting existing carers. Wirral Council has a large population of looked after children. In reviewing Fostering Services' workloads across the Northwest Region, it is clear that Wirral Fostering Service has a high proportion of Looked After Children placed with foster carers, relative to the size of the workforce.
- 2.13 The Looked After Children Scrutiny Report has key recommendations which are relevant to this service. An action plan is being drawn up to be clear how the recommendations will be delivered and how they will improve outcomes for children in care and leaving care.

SUMMARY

There continue to be challenges to recruit and retain sufficient foster carers of the range and number that are required to meet the needs of the children looked after and what trends would suggest the needs to be going forward. Despite the challenges faced by the service the numbers of carers recruited are still achieving the targets set, however the issue is recruiting foster carers for the children who at present are more difficult to place and this is where the North West project provides a future strategy to support a way forward.

3.0 RELEVANT RISKS

- 3.1 There is a risk that the Fostering Service will not have sufficient foster carers for the number of children needing a placement and that can also meet the particular needs of individual children in the local authority's care.
- 3.2 The service recognises that there are improvements needed in both the numbers of foster carers recruited and the recruitment of foster carers from diverse backgrounds. This is being addressed as an important element of the Sufficiency Plan and the recruitment campaign. The performance of the Fostering Service is managed by the Fostering Team Manager who monitors the progress from initial enquiry to approval of foster carers, the reviews of foster carers (including DBS and medicals) and the case loads of the supervising social workers.
- 3.3 The performance of the Fostering Service is continually monitored by senior managers to ensure that there is a programme for continual improvement against the national minimum standards for Fostering Services. The Fostering Service will be inspected by Ofsted as part of the new inspection framework.

4.0 OTHER OPTIONS CONSIDERED

4.1 There are no proposals for consideration in this report; therefore there are no other options to consider.

5.0 CONSULTATION

5.1 The Fostering Service consults with children in foster care about the care they are receiving from their carers and the service, at least annually as part of the Foster Carers review, and when they move back home or to another placement.

5.2 The Fostering Service consults with parents of the children in foster care at least annually for the Foster Carers review.

5.3 The Fostering Service consult with foster carers at least annually for their review, but also about specific changes and developments of the service and training they need to be provided, via the Partnership Group, support groups and the drop in.

5.4 The Fostering Service consults with Social Workers and Independent Reviewing Officers about the care the service provides for individual children.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 No implications in relation to this report.

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

7.1 The budget for the Fostering Service in 2013/14 is £9,170,300. This includes budget for fostering placements commissioned from agency fostering services and payments made to special guardians, carers receiving assistance with residence orders, and lodgings. The projected spend is £9,144,518.

8.0 LEGAL IMPLICATIONS

8.1 None relevant to this report.

9.0 EQUALITIES IMPLICATIONS

9.1 (a) Yes and impact review can be found via the following link:

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

10.0 CARBON REDUCTION IMPLICATIONS

10.1 There are no implications in relation to this report.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 The Fostering Service ensures that children that are unable to live with their birth families are able to be looked after in a safe and supportive home environment which provides stability to children and young people and reduces the risk of anti-social behaviour.

12.0 RECOMMENDATION/S

- 12.1 Elected members consider the information in the report and satisfy themselves that the service is being managed effectively and that there are good outcomes for the children and young people that are fostered.

13.0 REASON/S FOR RECOMMENDATION/S

- 13.1 The Fostering National Minimum Standards require the executive side of the Local Authority to:

Receive written reports on the management and outcomes of the service and monitor the management and outcomes of the service in order to satisfy themselves that the agency is effective and is achieving good outcomes for children.

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APPENDICES

None

REFERENCE MATERIAL

The Fostering Services (England) Regulations 2011
Fostering Services: National Minimum Standards 2011
North West Foster Care Recruitment and Retention Consortia (2013)
Care Planning, Placement and Case Review (England) Regulations 2010

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Children and Young People Overview and Scrutiny Cabinet	6th June 2012
Children and Young People Overview and Scrutiny	21st June 2012
Children and Young People Overview and Scrutiny	16th November 2011

WIRRAL COUNCIL

FAMILIES & WELBEING COMMITTEE

5TH DECEMBER 2013

SUBJECT:	ANNUAL ADOPTION REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF CHILDREN'S SERVICES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an update on developments and performance in Wirral Adoption Service in accordance with the Adoption Agencies (Miscellaneous Amendments) Regulations 2013. These have been issued to amend the Adoption Agencies Regulations 2005 by substituting a new Part 4 (Duties of Adoption Agencies in Respect of a Prospective Adopter). Part 4 makes provision for the assessment of prospective adopters and is amended to introduce a new two-stage approval process. One of the aims of this amendment is to 'fast track' adoption assessments for particular children and to enable 'fostering to adopt' and 'concurrent' adoption placements for children to reduce delay.

The report will also provide an update on Adoption activity and outcomes across the borough following the Government's approach to addressing delays in the adoption system which is detailed in *An Action Plan for Adoption: Tackling Delay* (published by the Department for Education in March 2012).

2.0 BACKGROUND AND PERFORMANCE MEASURES

- 2.1 Adoption is a way of providing a new family for children who cannot be brought up by their own parents. It's a legal procedure in which all the parental responsibility is transferred to the adopters. Once an adoption order has been granted it can't be reversed except in extremely rare circumstances. An adopted child loses all legal ties with their first mother and father (the "birth parents") and becomes a full member of the new family, usually taking the family's name.
- 2.2 The Local Authority has been awarded an Adoption Grant to improve the number of children placed with adopters, to increase the pool of prospective adopters and to reduce delay throughout all aspects of the adoption journey. There was a report to Cabinet earlier in the year setting out proposals to spend the grant.
- 2.3 The method for measuring performance nationally is the balance scorecard for adoption. Performance thresholds for the first and second indicators in the scorecard make clear the Governments minimum expectations for timeliness in the adoption system. The performance thresholds will rise incrementally over the next three years until they reflect the levels set out in statutory guidance.

The adoption scorecard shows, against three key indicators, how swiftly children in need of adoption are placed for adoption, in each local authority area. These scorecards allow local authorities and other adoption agencies to monitor their own performance and compare it with that of others. In the future the scorecard will also include data on how swiftly local authorities and adoption agencies deal with prospective adopters.

The measures include the time it takes for a child from becoming looked after to being placed for adoption and the time to find a family for a child once the court has issued a placement order. The placement order allows the Local Authority to proceed to identify a family and place a child for adoption. The first indicator measures the average time it takes for a child who goes on to be adopted from entering care to moving in with his or her adoptive family and the threshold will be set at 21 months (639 days). The second indicator measures the average time it takes for a local authority to match a child to an adoptive family once the court has formally decided that adoption is the best option and the threshold will be set at 7 months (213 days). The data within the scorecard are based on a three year rolling average

The scorecard is updated each year and published to show progress in these areas and compare performance across Local Authorities.

Family finding timescales

The adoption service has improved performance in relation to family finding timescales by learning from a diagnostic exercise completed in January of this year. The service has taken advice on best practice. This has been achieved by focusing resources on family finding to ensure that planning to find a family takes place at an early stage. A performance tracker has been developed to identify children with either a primary or contingency plan for Adoption at first presentation to a Legal Action and Advice Meeting; this means that children are known to the Adoption Service at the earliest opportunity. The adoption team manager can then allocate a family finding social worker to co-work with a District social worker, so that final care plans and court timetables are known to the Adoption Team in respect of each child.

- 2.4 Performance in relation to family finding has also improved through changing how information about children is safely shared with adopters. This is referred to as the child's profile. The style, content and presentation of this information have been redesigned to provide for a more accurate representation of the children's character and personality, through the use of media such as a DVD. This work is completed for each child prior to the Court granting a placement order so that Family Finding can begin with immediate effect which includes the availability of written material and live footage of children.
- 2.5 The Family finding social workers from the Adoption Service have attended 'National Exchange Days' to share the profiles of Wirral children to a wider audience, which has proved to be valuable for the more hard to place children. Great care is taken to protect the identity of the children concerned until such time as a family are matched and more detail can be shared with their adopters. Team members have now attended four such days and have a further two events to attend by the end of the year. One child has been successfully matched with an adopter as a consequence, and this was a child with specific cultural needs.

- 2.6 The Service has also taken the decision to share profiles of children at the 'Preparation to Adopt' Training and should any interest be shown in particular children, these assessments are then fast tracked. Additionally information is shared at Open Evenings regarding the children that we are family finding for, this results in a more targeted recruitment of adopters to meet the needs of Wirral children.
- 2.7 There is now a 'Family Finding Record' completed for all children with a plan of adoption. This highlights any delay or obstacles in identifying a family, and evidences the work involved in finding a family in respect of every child. Additionally there is a central point in the team office to access the profiles with supporting media for all the children concerned, thus being easily accessible to all workers.
- 2.8 Concurrent Planning and Fostering to Adopt enable children to be placed with their permanent carers at the earliest opportunity. Assessments of proposed adopters now include a session to determine if they are able to consider caring for a child under such arrangements. This is also explored in some depth both at the Information Evening and Preparation Groups. Rationale for such placements needs to be robust but also underpinned by a comprehensive support plan and close liaison with the Fostering Service. Wirral has recently placed two children under such an arrangement.
- 2.9 From April to October this year 21 children have been adopted with another 9 children awaiting Court dates. If all of these Adoption Orders are granted before March 31st 2014, this will represent a significant increase on last year, when 14 children were adopted. The majority of placements meet the timescale between permission to place through a Placement Order, to being matched with adopters. Of the 21 children adopted only 4 were placed with their adoptive family out of this family finding timescale. These 4 children had more complex matching needs which delayed finding the right family for them. In relation to this score card measure for the average time to match a child to an adoptive family following a placement order being made, the current performance from 1st April to 30th September 2013 is an average of 161 days. This is good performance.
- 2.10 The decision to change an original Care Plan of Adoption to one of long-term fostering has been made for a number of children, following discussions with all those involved, especially taking note of the children's wishes and feelings. This has enabled 15 children to achieve permanence through remaining with their foster carers, with whom they are settled and feel secure. All of these children will have further focused work to support permanence to be achieved. A further 5 children have been able to move into specialist long-term fostering placements with agencies such as Barnardo's, which can better meet their specific needs.

The Journey to Adoption

- 2.11 The second scorecard measure is the time it takes for a child from becoming looked after to being placed for adoption. This involves the work of all social work teams not just the Adoption Service and this is the focus of a project that has been developed. This measure has improved over 6 months. The diagnostic undertaken earlier in the year also made recommendations to support improvements in this area. The Centre for Excellence and Outcomes is working with the Council as part of the agreed expenditure from Adoption Grant on a specific project to address performance. The project, which will commence next month, will focus on embedding the principles of permanence, reducing delay in achieving permanence for children, enhancing skills in reflective practice, and sharpening analytical skills and decision making. The project will:

- Provide additional practice capacity to model and assist to move cases forward.
- Support a corporate approach to recruitment of potential adopters.
- Focus throughout on sustainable culture change in practice.
- Support the development of concurrent planning.

In recent weeks there has been a focus on the Legal Advice and Action Meetings taking place at an earlier stage in care planning to support more timely decisions for children. There have been a number of workshops run for staff focusing on their care planning skills particularly sharpening their focus on permanence. This has included all social workers attending a half day workshop on improving timescales for achieving permanence for children. In relation to the score card measure for the average time taken from a child becoming looked after to being placed for adoption the current performance between 1st April and 30th September 2013 is an average of 643 and this is slightly above the national target.

2.12 The shortfall in availability of Adopters is a problem nationwide; although within Wirral there have been 26 approvals of prospective adopters from April 2013 to October 2013. Of these, 8 families have been matched with children and 18 families are waiting to be matched. The Adoption Team are embedding the new two-stage approval process, which is resulting in assessments being completed in a 6 month period rather than 8 months. The team are also working closely with Sefton to ensure that pre-approval training is available every 8 weeks, again reducing the potential for delay. Wirral is part of a regional project supporting the recruitment of adopters. Having sufficient suitable adopters for the children with an adoption plan affects performance on both key measures of the adoption scorecard.

SUMMARY

There are significant challenges going forward in meeting the targets set by the Government. There is a clear project plan being delivered over the coming months that is designed to address current performance issues and build on the progress already made.

3.0 RELEVANT RISKS

3.1 The implementation of the Family Justice Review to reduce delay in court proceedings and adoption requires change in social work practice and the implementation of new processes within a short timescale. The Adoption Team currently take case responsibility for children once their adoption plan has been confirmed through the court via a Placement Order. This transition can often cause delay whilst the new social worker becomes familiar with the case and gets to know the child. There are several options being discussed to elevate this potential delay.

4.0 OTHER OPTIONS CONSIDERED

4.1 There are no other options to consider at this stage. Wirral will take account of the lessons learnt from local authorities where government intervention takes place.

5.0 CONSULTATION

5.1 Consultation has taken place with, the Safeguarding Unit, Social Work Managers, and colleagues in legal services, other Authorities in the region and with the Merseyside Family Justice Council.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

6.1 There are implications for wider community support for children post adoption.

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

7.1 The budget for the Adoption Service in 2012/13 is £1,091,600. The projected spend is £1,102,917. The Council has also been awarded Adoption reform Grant of £671,900; the plans for this were presented to Cabinet in June of this year.

8.0 LEGAL IMPLICATIONS

8.1 There is a clear expectation that the Authority works to the new Cheshire and Merseyside Local Authority Pre-Court Proceedings Protocol and Adoption Agencies (Panel and Consequential Amendments) Regulations 2012.

9.0 EQUALITIES IMPLICATIONS

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

(a) Yes and impact review can be found via the following link:

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

10.0 CARBON REDUCTION IMPLICATIONS

10.1 None.

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 There is a need to have a clear strategy to recruit sufficient adopters for the children who need an adoptive family.

12.0 RECOMMENDATION/S

12.1 Members of the Families and Wellbeing Committee note the report and to receive written reports on the management and outcomes of the service and monitor the management and outcomes of the service in order to satisfy themselves that the agency is effective and is achieving good outcomes for children.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 To inform members of the government approach to addressing delays in the adoption system and the local authority's response to the changes.

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APPENDICES

None

REFERENCE MATERIAL

An Action Plan for Adoption: Tackling Delay (published in March 2012), Department for Education

[Adoption Scorecards](#), Department for Education, May 2012

[Children in care and adoption performance tables](#) Department for Education, May 2012

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

WIRRAL HEALTH & WELLBEING BOARD

Meeting Date	13 th November 2013	Agenda Item	
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Report Title	Delivering the Health and Wellbeing Strategy
Responsible Board Member	Fiona Johnstone

Link To HWB Function	Board development				
	JSNA/JHWS		x		
	Health and social care integrated commissioning or provision				
Equality Impact Assessment Required & Attached	Yes		No	N/A	x
Purpose	For approval		To note	x	To assure

Summary of Paper	<p>The purpose of this report is to provide the Health and Wellbeing Board with an update on progress in delivering the actions identified in the Health and Wellbeing Strategy. A report on the delivery of the Strategy will be presented to the Board on a quarterly basis going forward with reporting by exception.</p> <p>The paper also outlines the next steps in the development of the Strategy to take account of the emerging partnership structure in the Borough and partners priorities.</p>		
Financial Implications	Total financial implication	New investment required	Source of investment (e.g. name of budget)
	£	£	£
Risks and Preventive Measures	To ensure it is fit for purpose the Board continually needs to review its operation, if it does not do this it risks not delivering the best possible health and wellbeing outcomes for local people.		
Details of Any Public/Patient/ Service User Engagement	Public and stakeholder consultation informed the development of the Health and Wellbeing Strategy		
Recommendations/ Next Steps	<ol style="list-style-type: none"> 1. The Board is asked to note the exceptions reported against delivery of the Health and Wellbeing Strategy action plans with the planned activity to ensure timescales are achieved 2. The Board is asked to note and support the work planned for the next twelve weeks to review the current Health and Wellbeing Strategy and develop a plan of action for the next development phase of the strategy and board development. 		

Report History		
Submitted to:	Date:	Summary of outcome:
Shadow Health and Wellbeing Board	12 th December 2012	Health and wellbeing priorities for 2013/14 agreed, allowing progression to the next stage of Strategy development
Shadow Health and Wellbeing Board	25 th January 2013	Progress update

Shadow Health and Wellbeing Board	13 th March 2013	Strategy approved
Health and Wellbeing Board	21 st August 2013	Board update on priority setting session and agreement on next steps in the implementation and delivery of the strategy.

Publish On Website	Yes	x	Private Business	Yes	
	No			No	x

Report Author: Julie Webster

Contact details: juliewebster@wirral.gov.uk

Delivering the Health and Wellbeing Strategy

Purpose

1. The purpose of this report is to provide the Health and Wellbeing Board with an update on progress in delivering the actions identified in the Health and Wellbeing Strategy. A report on the delivery of the Strategy will be presented to the Board on a quarterly basis going forward with reporting by exception.
2. The paper also outlines the next steps in the development of the Strategy to take account of the emerging partnership structure in the Borough and partners priorities.

Background

3. Under the Health & Social care Act, 2012 all upper tier and unitary local authorities in England took on a new duty in April 2013 to take such steps as they consider appropriate for improving the health of the population of their area. An important step in exercising this duty was the establishment of a Health and Wellbeing Board as a statutory committee of the Council and the production of a Joint Health and Wellbeing Strategy. The first Health and Wellbeing Strategy for Wirral was agreed in March 2013.
4. The Health and Wellbeing Strategy sets out the overarching framework that describes how the public, private and voluntary sectors will work together with Wirral residents to improve the health and wellbeing of local people. The strategy provides a basis for the commissioning of health, social care and wellbeing services in Wirral.
5. The strategy does not replace existing commissioning plans; rather it is aligned with them. It is intended to support the commissioning of health, social care and wellbeing services. Key priorities and outcomes were developed in consultation with stakeholders.
6. Three priority programmed areas for shared action were agreed by the Health and Wellbeing Board, based on public and stakeholder consultation and evidence of what works. The priority programme areas for the strategy are:
 - Mental Health
 - Older People
 - Alcohol misuse

Delivery of the strategy

7. The delivery plans developed for the priority areas set out a programme of activities to address the priorities and achieve the outcomes agreed by the Board and detailed in the Strategy. Appendix one provides board members with detail of the key actions required for the delivery of the strategy and commentary on progress to date.
8. Quarterly reports on the progress of the strategy will be presented to the Health & Wellbeing Board commencing with this paper.

9. The following actions which are rated amber are brought to Board members attention for comment and action

Key priority: Mental health			
Key activity	RAG	Commentary	Action planned
Reduce stigma by developing an 'early' awareness programme in schools to promote good mental health and recognise when someone is not coping		Following cabinet approval of the re-commissioning of the Healthy Child Programme for 5-19 year olds, this activity has been halted. The consultation process for the re-commissioned activity has highlighted mental wellbeing for children and young people as a key element of the new service to be commissioned.	This work will be commissioned as part of the Healthy Child Programme for 5-19 year olds.
Recruit and support employers to register and work towards achieving 'Mindful Employer'		No lead partner has been identified to progress this recruitment campaign.	Wirral Public Health Team to convene a meeting with identified partner representatives to progress.
Key priority: Older People			
Continue to increase co-ordination of personal care by commissioning and delivering health, social care and housing services in a more joined up way		Progress is being made through the 'Caring Together' strategy which develops integrated health and social care teams across Wirral for individuals with long term conditions. This is at an operational level for a target group and integration of the whole structure is being considered through the work around Vision 2018.	AQUA are developing formal top level plans that are required to be signed off by the Health & Wellbeing Board by end of March 2013 in order to access financial support from the Integration Transformation fund. The Vision 2018 initiative is key to ensuring that this action is delivered within Wirral in the near future.

Next steps

10. The strategy is an iterative document that needs to be developed in the light of the developing partnership planning agenda in the borough as illustrated through the development of the Public Sector Board and reflect the emerging priorities of members.
11. As agreed at the Health and Wellbeing Board development meeting in August an external facilitator has been sought to support the Board to take stock of the delivery of the Health and Wellbeing Strategy and to ensure we are working together to deliver the best possible outcomes for local people
12. Work will take place with the Board until the end of January 2014 to address the following questions.

- How do we ensure our delivery plans are fit for purpose and will deliver against the outcomes specified in the Health and Wellbeing Strategy?
- How do our early help and prevention services build on community assets?
- How do we define what the public sector does for local people and what communities are asked to do for themselves?
- What is our potential to join services together?
- How do we make good use of existing strategic partnerships to address complex health and social care needs? What is the delivery infrastructure we require to ensure delivery of the Health and Wellbeing Strategy?

13. The external facilitator will undertake the following activity:

- Review of current Health and Wellbeing Strategy and delivery plans
- Facilitation of discussion
- Summarise the output from these meetings to inform an interactive challenge session with board members and lead officers
- Design and facilitate the interactive challenge session based on a structured methodology that will:
 - Test out the delivery plans
 - Identify good practice
 - Determine areas that need developing
- Produce a summary note from this session with outlined next steps.

Recommendations

14. The Board is asked to note the exceptions reported against delivery of the Health and Wellbeing Strategy action plans with the planned activity to ensure timescales are achieved
15. The Board is asked to note and support the work planned for the next twelve weeks to review the current Health and Wellbeing Strategy and develop a plan of action for the next phase of the strategy and board development.

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Health and Wellbeing Strategy 2013/15 Action Plan : Progress Overview
as at Oct 13

Priority area	Key activities	RAG Status
1. Mental Health		
1.1 Address social isolation by providing practical help for people with mental health issues	Ensure that the links between mental health issues and financial inclusion are monitored and addressed as part of Wirral's response to the impact of welfare reform, e.g. by ensuring that mental health services are invited to working groups along with organisations such as Wirral Credit Union. Specific areas of focus will be: <ul style="list-style-type: none"> • Reviewing changes to Incapacity Benefit in re-assessing people as fit for work; • Ensuring health partners are fully aware of the changes and where they can refer for welfare advice information & advocacy 	Green
	Ensure that people with mental health issues are appropriately signposted to the social support available in Wirral, using mechanisms like the Wirral Well website	Green
	Increase digital inclusion through the Go ON Wirral initiative to reduce wider social isolation and support individual health & condition management	Green
	Ensure that parenting support services and the health visiting service are identifying and addressing social isolation and mental health issues through their contact with families	Green
	Provide mental health awareness training for frontline staff and community members e.g. Mental Health First Aid	Green
	Raise awareness of asset-based approaches to community development	Green
	Run a mental health campaign to reduce stigma and promote early diagnosis in areas of the borough with high rates of mental illness e.g. 'Time to Change'	Amber
	Reduce stigma by developing an 'early' awareness programme in schools to promote good mental health and recognise when someone is not coping	Amber
1.2 Develop stronger links with housing providers	Develop opportunities for joint working between health and housing providers, for example through the Strategic Housing Partnership, to understand and address the impact of housing policies on people with mental health issues	Green
1.3 Promote employment opportunities for people with mental health issues	Recruit and support employers to register and work towards achieving 'Mindful Employer'	Green
	Review and evaluate evidence of good practice in any local employability projects e.g. Advocacy in Wirral; Reachout.	Green
	Promote volunteering & work experience opportunities as a route back into employment for people with a mental health condition	Green
1.4 Promote accessibility to community-based health interventions	Improve uptake of physical health checks for people with mental health problems	Green
	Support mental health service users to give up smoking and understand how better to support them in smoking cessation	Green

Priority area	Key activities	RAG Status
2. Older people		
2.1 Address social isolation by providing practical help to older people via information, advice and advocacy services	Use local press and publicity and Wirral Well website to disseminate information	Green
	Increase digital inclusion to tackle social isolation e.g. through Go ON Wirral initiative	Green
	Provide comprehensive advice on the full range of benefits and entitlements and increase take-up of these	Green
	Extend the benefits for independence and quality of life of assistive and digital technologies, aids and adaptations, to a broader range of people	Green
	Implement the Prevention and Early Intervention Strategy	Green
	Appropriate housing for older people: Integrate housing needs assessment into Health and Social Care services assessment with established pathways to the Wirral Council Home Improvement Agency	Green
	Work with Merseyside Fire Service to enable them to undertake home fire safety visits for vulnerable people	Green
	Explore the opportunity for an asset-based model to assist with handyperson tasks and energy efficiency advice (e.g. through use of a time bank / volunteering etc.)	Green
2.2 Help to keep older people warm and well	Promote uptake of seasonal flu vaccination	Green
	Promote home insulation schemes	Green
	Promote the 'Choose Well' campaign	Green
2.3 Promote falls prevention advice	Falls prevention promotion: Promote healthy lifestyle activities e.g. weight-bearing exercises and physical activity to reduce the risks of falling	Green
	Offer early intervention to maintain independence amongst those at risk of falls	Green
	Develop a comprehensive care pathway to improve the outcome and efficiency of care after hip fractures	Green
2.4 Dementia	Improve public and professional awareness and understanding of dementia through Wirral Well	Green
	Develop a dementia assessment pathway	Green
	Implement the Carers Strategy	Green
2.5 Joint commissioning and better integration of	Develop integrated health and social care systems for patients with long-term conditions including dementia across Wirral	Green
	Continue to offer more choice, control and greater independence through personal budgets to support those living with long term conditions	Green

services	Continue to increase co-ordination of personal care by commissioning and delivering health, social care and housing services in a more joined up way	Amber
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Priority area	Key activities	RAG Status
3. Alcohol		
3.1 Identification, prevention treatment and recovery	Provide information, advice and guidance to enable people to make informed choices about alcohol consumption: <ul style="list-style-type: none"> Promote the updated Wirral Alcohol website www.wirralalcohol.co.uk Campaign to raise awareness of excess alcohol consumption at Wirral University Hospital Trust to staff, patients and visitors Promote alcohol awareness campaigns e.g. Alcohol Awareness Week; excess drinking at Christmas and Dry January 	Green
	Identify and implement the most effective interventions to reduce/prevent liver disease by: <ul style="list-style-type: none"> Inclusion of alcohol screening in NHS Health Checks programme Review and evaluation of shared care pathway to ensure it is effective and efficient 	Green
	Improve and extend the range and quality of delivery of the alcohol screening and brief advice programme, ensuring that a wide range of professionals are involved and that the right people are identified and engaged in the right places	Green
	Ensure alcohol treatment services target those groups 'most at risk' by evaluating and reporting on the outcomes of specific projects targeted at those most at risk e.g. the Woodchurch and 18-24 projects	Green
3.2 Crime, disorder and communities	Increase enforcement activity to address young people drinking in public places by the establishment of a "Community Alcohol Partnership" in one Wirral policing area, with a view to rolling out across the Borough if evaluated successfully.	Green
	Investigate the development a comprehensive data collection system, inclusive of health data, that can be utilised to inform and support the licensing application process	Green
	Campaign for and support the increase in the minimum unit price of alcohol and control the ready availability of alcohol	Green
3.3 Young people, families and carers	Provide interventions for young people admitted to the accident and emergency department, addressing the presenting issues and reducing the likelihood of future presentations <ul style="list-style-type: none"> Hospital Accident and Emergency staff to access training to identify alcohol-related attendances and deliver brief harm-reduction interventions 	Green
	Work with schools and Further Education Colleges to promote and implement: <ul style="list-style-type: none"> Schools substance misuse guidance 'Alcohol Alright' brief intervention toolkit 	Green

WIRRAL COUNCIL

CABINET

19TH SEPTEMBER

SUBJECT:	<i>REVIEW OF LEISURE CENTRES AND GOLF COURSES</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>CLARE FISH: STRATEGIC DIRECTOR - FAMILIES AND WELLBEING</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR CHRIS MEADEN HEALTH & WELLBEING</i>
KEY DECISION?	<i>YES</i>

1.0 EXECUTIVE SUMMARY

1.1 This report provides the main findings of the leisure review which the Council commissioned V4 Services to undertake. The scope of the review covered the following leisure facilities and services

- All Leisure Centres including the Tennis Centre and Beechwood Recreation Centre.
- West Kirby Marine Lake
- Sports Development Unit
- Beach Lifeguarding Service.
- Golf Courses – three 18 hole golf courses and one 9 hole golf course.

1.2 The report considers a number of options in relation to the future of the leisure provision in Wirral, provides a number of specific recommendations and details an implementation plan to enable the proposed changes to be delivered.

1.3 The Council will continue to operate its existing facilities during the transformation programme so that a longer term delivery model can be developed.

1.4 An investment led approach is proposed to support the delivery of the savings which will see £2 million pounds investment in West Kirby, Guinea Gap and Europa facilities over the next 2 years.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Council is facing unprecedented financial challenges which will require budget reductions of at least £109m over the next three years. Leisure Services is one of the eight Transformational Change projects which the Council is focusing on with the aim of ensuring:

- Leisure Services will be delivered through an efficient and effective service model in line with corporate priorities
- Leisure provision will operate on a considerably reduced financial envelope
- Leisure Services to be offered which meet the requirements of the Wirral community now and in the future in a sustainable and viable way

2.2 As part of the budget challenge process Members reviewed the existing leisure provision in Wirral and asked officers to consider the range of possible alternative delivery models including the continuing management of the service by the Council. The outcomes of the high level Options Appraisal are summarised in the main body of the report, and the details are included in Appendix A.

2.3 In the current financial climate in which competition for limited resources is increasing exponentially and where there is a growing demand for statutory services such as Social Care, it is essential for the Council to be able to measure the cost and impact of Leisure Services effectively. Many local authorities are moving towards reducing and in some instances removing the subsidy they provide for leisure facilities. Other authorities recognise that due to the condition of their buildings and levels of deprivation and health inequalities locally, they must continue to subsidise the operation of Leisure Centres and Swimming Pools, and associated services such as Sports development, Beach Lifeguarding and Golf courses.

Even when there is a commitment to continue to provide a Council subsidy, most local authorities have had to reduce this subsidy by around 30% over the past two years, and many foresee a subsidy reduction of up to 60% in total by the end of the current comprehensive spending review.

2.4 All local authorities have a best value duty and a fiduciary duty. The review was considered in the context of the key drivers for change in leisure services which are determined by the Council as follows:

- Service improvement – targeting services in line with priorities (health inequalities and protecting the vulnerable (Corporate Strategy)
- Protecting the vulnerable (Corporate strategy)

- Maintaining affordable prices – accessible to those who benefit most (with concessions targeted at those for whom price is a real barrier to participation)
- Operating the Services at an affordable subsidy / budget (viable and sustainable for the future)
- No planned closures in the foreseeable future

2.5 A considerable amount of time has been spent working with leisure service managers to gain a thorough understanding of the local issues as well as undertaking a comprehensive benchmarking exercise against national and industry standards. Comparisons have also been made with Councils who continue to operate Leisure Services “in-house” at lower subsidies to determine best practice.

3.0 KEY FINDINGS

3.1 SUBSIDY LEVELS

3.1.1 The current operating subsidies for the service are set out below; -

Leisure Centres / Marine Lake – £4.5 million

Sport Development - £215k (Council contribution)

Beach Lifeguarding - £360K

Golf Courses – £213k (2012/13)

3.1.2 This is the revenue cost after all income has been taken into account. However if costs associated with central recharges, capital repair and Golf subsidies are taken into account the overall cost subsidy is around £9.5 million.

3.1.3 All of the Leisure Centres and Swimming Pools operate with levels of subsidy far higher than those evidenced by the national benchmarks.

Benchmarking is not an exact science, but can provide a reasonable indication of comparative performance.

Europa Pools is the most significant outlier - operating at a £1.5m deficit which equates to 30% of the overall controllable revenue budget.

3.1.4 Operating costs across all Leisure Centres and swimming pool facilities are high and this can to a large degree be attributed to the very high costs of staffing. For instance the staff costs ratios are all in the bottom quartile with average staff costs as a percentage of income more than

double the benchmark mid-range average, costs per full time equivalent (FTE) are in the bottom quartile for all but the Tennis Centre. This is far higher than similar facilities operated by other local authorities.

- 3.1.5 Sickness absence is generally high averaging 12.5 days per full time equivalent employee per year and the cost of sickness absence has until recently been compounded by providing cover at enhanced rates and the fact that a very high proportion of the cost appears to be attributable to long term sickness absence.
- 3.1.6 Levels of income generated from fees and charges and from secondary income (catering and retail) are low. The majority of the income measures for both direct and secondary income for our facilities are in the bottom quarter when compared to a league table of similar facilities
- 3.1.7 The combination of high operating costs and low levels of income results in the need for a high Council subsidy. This is reflected in various benchmarks including the subsidy per visit and the proportion of operating costs recovered from income (cost recovery rate). In overall terms this means that facilities operated by Wirral Council require much higher public subsidy than similar facilities (even in areas with similar demographics).

3.2 INVIGOR8 PROGRAMME

- 3.2.1 The Invigor8 membership package incorporates a very generous concessionary pricing structure which allows use of facilities at peak times. Over 50% of memberships are at the Passport level (maximum regular concession) and this is suppressing the overall level of income and leading to high usage and congestion at peak times in many facilities. This is a significant issue because increasing capacity in the fitness facilities would ordinarily result in significant income growth.
- 3.2.2 The risk is that without changes and refinements to the membership benefits package and concessionary pricing policy any additional capacity created by investing to increase the scale of fitness facilities may then result in the additional capacity being filled with people who are benefitting from free usage (or at significantly reduced prices). If the fitness facilities are to be increased in size the business case will require significant growth in income from the additional capacity. The majority of full fee paying members wish to use fitness facilities at the peak times (midweek evenings) and to sell more full price memberships it follows that there will need to be space for these new members to use the equipment.

3.3 GOLF OPERATIONS

- 3.3.1 The total annual subsidy for the three 18 hole courses (Arrowe, Brackenwood, Hoylake) and the 9 hole course (Warren), based on 2012-13 figures, was £213k. This compares to a small reported surplus in previous years. The projected subsidy in 2013/14 is around £183k. The difference in performance is attributed mainly to loss of income due to weather conditions effecting roundage.
- 3.3.2 Investment is required in drainage improvements at Arrowe and there is potential for further youth development activity across all golf facilities. Securing income is an issue (especially at Brackenwood) to ensure users of the course do pay at all times and there is potential for closer partnership working between Hoylake and the neighbouring Royal Liverpool Golf Club. The 9 hole course at Warren is popular with beginners and some older players and has a strong junior club. Set on sand it has by far the best drainage of Council courses. Any future approach would need to take into account its entry level function and revenue protection aspects as it also has a road through it.

3.4 OVERALL PERFORMANCE

3.4.1 PERFORMANCE CULTURE

Financial reporting was found to be generally good in that records are maintained of various financial data sets including analysis of costs and income, and these are reported to the managers on a regular basis. However, there needs to be a much sharper focus by leisure managers and relevant staff on directing efforts to target ways of improving income and for driving down costs and therefore levels of Council subsidy.

This is related to a wider change in management culture that will need to involve a movement towards organising the service in ways which are far more responsive to the needs and demands of increasingly discerning customers. The service has to be far more innovative, responsive and entrepreneurial and this will only be possible when managers are liberated from some of the constraints in which they have to operate. For example there is an urgent need to review the current Golf operating arrangements. Coupled with the freedom to be responsive in terms of programming and marketing and the deployment of staff, managers also need to be far more accountable for the achievement of financial targets.

3.4.2 CATERING

At present, the only significant catering operations are at West Kirby and Europa Pools, both of which generate a loss equating to just under £70k per annum in total.

This is primarily due to staffing costs which at West Kirby are on average 35% higher in relation to turnover than other local authorities and nearly 50% higher than compared with commercial operators. The difference is starker at the Europa Pools, where the staffing costs are even higher.

Gross profit percentages are much lower than industry norms at both facilities and this is in part due to the higher cost of goods, poor portion control, low selling prices and the cost of wastage.

3.4.3 FUNDING FOR SPORTS DEVELOPMENT

There is an excellent programme of activities being offered directly by the Sports Development team and via partnerships. The activities are dependent on a number of staff funded by third parties including Sport England and Central Government initiatives. As in the rest of the UK, there is some uncertainty around whether this funding will continue to be available in the next few years.

3.4.4 BUILDINGS REQUIRE INVESTMENT

The review has highlighted a number of specific findings in relation to the quality, location and number of leisure facilities;

- The level of provision (number of facilities) is high, which means that all of the facilities are competing together in a relatively small marketplace.
- Strategically there is a lack of a long term Facilities Investment Strategy which is critical to enable the service to make investment (or disinvestment) decisions over the next 5 to 10 years
- The major facilities are generally in a 'tired but tidy' condition, and due to historical reasons, the facilities are not ideally located and in many cases the buildings are reaching the end of their economic life expectancy.

- The leisure facilities all have a “municipal look and feel”, which means that they are behind the times when compared to facilities offered in private sector clubs and facilities. This is increasingly important as members and customers are now much more discerning and expect to see facilities which are well branded, modern, brightly decorated and with modern well finished changing accommodation.
- There is a lack of income generating capacity to meet latent demand - mainly at West Kirby and Europa Pools where demand often outstrips supply at peak times in the fitness facilities.
- Reception areas are outdated and feature “counter to ceiling screens’ which are not conducive to customer engagement.

3.4.5 Beach Lifeguarding

The Beach Lifeguarding Service on Wirral operates during the Summer months covering the coastal area between New Brighton & West Kirby. This Council subsidy is around £360k per year mainly attributable to staffing and equipment costs. The Royal National Lifeboat Institute (RNLI) expressed an interest in operating the service and have identified a significant saving to the Council.

4.0 KEY CHALLENGES & OPPORTUNITIES

- 4.1 The current year savings plan (£429k), plus £1m savings target for 2014/15 and further £1m savings target for 2015/16 equate to reductions of over 40% of the net controllable budget (c£5.3m).
- 4.2 Savings of this magnitude are not possible without major transformation (service redesign).
- 4.3 Service redesign, to involve the introduction of flexible working is critical to future viability of the service. The alternatives to delivering savings via “in house” transformation and service redesign will have even greater impact on staff.
- 4.4 Capital investment is required – and prudent investment can deliver an excellent return (the main potential is at West Kirby Concourse, Guinea Gap, and Europa Pools).
- 4.5 There is good potential for income growth by enhancing Marketing and Communications (and budget investment) and from introducing more staff

training and Customer Relationship Management (CRM) solutions for membership sales and retention.

4.6 Catering losses must be eliminated immediately.

4.7 Transferring the operation of the Golf Courses into the same management structure as the Leisure Centres and Sports Development will result in closer alignment and a more integrated performance management approach. There is an opportunity to look at different delivery models for the management and maintenance of the Golf Courses. This may involve alternative approaches whilst ensuring through agreements that affordable pay and play Golf is always available to local people. An options appraisal will be required.

5.0 RELEVANT RISKS

5.1 The risks are that if the Council does not decide to implement transformational changes to the leisure and golf portfolio the major budget reductions attributed to the service over the next two years will not be delivered. If the savings are not delivered in this service area, then higher savings will have to be delivered in other service areas.

5.2 There is a very significant risk that if the facilities cannot be maintained to a good standard, usage and income will decline and the level of subsidy will increase.

5.3 There are risks of new competition entering the local market from low and mid prices health and fitness operators. Without investment coupled with improvements in management, marketing and service quality, the existing facilities will be unattractive and income will fall very significantly.

5.4 There is a risk that the Council cannot achieve a change in performance culture and introduce new and more flexible ways of working and that it will therefore not be possible for the Council to improve performance significantly and to reduce the levels of subsidy, which may force the Council to reconsider the alternatives to continued in house operation.

5.5 There is a risk that the available resources will not be sufficient to support the major transformational change (service redesign). This could lead to costly delays or even failure to deliver the necessary changes.

6.0 OTHER OPTIONS CONSIDERED

6.1 The National Procurement Strategy for local government sets out the full range of options that local authorities should consider in the context of strategic service reviews. The broadest range of options are set out in Appendix B. Whilst the list is comprehensive it is slightly misleading as it

describes a number of procurement variants as options e.g. framework agreement. The aim of this stage of the review was to identify the widest range of alternatives to continued in-house service delivery.

6.2 The following table provides an overview of the relative benefits of the main options available to Wirral Council.

Broad option	Advantages	Disadvantages
A - Continued in-house – with transformation	<ul style="list-style-type: none"> • Service continuity • Significant Savings from the alternatives will be higher if service is optimised first (12 – 18 month programme) • If the transformation of the in-house service is effective, the service may be affordable and viable without the need to outsource or establish a partnership (options B and C) 	<ul style="list-style-type: none"> • Changes will be challenging and contentious • Savings will take longer to deliver • Managers will need support • Will require investment led approach • Trading risk remains with Council
B - Outsource	<ul style="list-style-type: none"> • Significant savings potential (but would be offset by the operator charge) • Substantial risk transfer to operator • Potential for inward capital investment • Cost reduction and transformation could be delivered more quickly 	<ul style="list-style-type: none"> • Could be highly controversial • Best Value Outcome only available after the optimisation is complete • Loss of day to day control / public perception • Third party interest (tenant has rights – asset maintenance pressures etc)

Broad option	Advantages	Disadvantages
C- Partnership (new Charitable Trust / NPDO established in Wirral ; possibly with operating partner – an existing “Trust”)	<ul style="list-style-type: none"> • Savings from NNDR - c£300k pa • VAT net contribution - c£180k pa • A degree of risk transfer • Operating partner will introduce expertise and head office functions • Significant savings potential • May introduce capital investment 	<ul style="list-style-type: none"> • Best Value Outcome only available after the optimisation is complete

6.3 Many local authorities have found that they can operate their Leisure Centres very efficiently and effectively in-house and in some cases they provide very little subsidy. Even in deprived areas in which a level of subsidy is unavoidable, some Councils have “transformed” their in-house operation and can now operate leisure facilities at closer to the level of subsidy offered by local trusts or even the specialist operators (private sector). They can achieve this despite the advantages that the other types of provider can have over any Council run operation (for example, the ability to benefit from Vat concessions, NNDR relief, and lower cost pensions and rates of pay).

7.0 KEY RECOMMENDATIONS

At this stage, the recommendation is that the Council should continue to operate the facilities and services in-house for 12 – 18 months, in order to deliver a transformation programme (delivering savings and implementing a service redesign). A longer term decision can be taken after the transformation is complete. In this way the Council can ensure that any longer term delivery models will deliver further savings and improvements building from a lower cost base. If the transformation and performance improvement is delivered successfully, the Council may decide that the reduced level of subsidy is affordable and that continued in-house delivery is therefore viable.

A proposed delivery plan to enable the work to be undertaken to ensure the delivery of the transformation programme and of the required savings is shown at Appendix C.

7.1 The following recommendations arise from the detailed review which V4 services have carried out during May to July 2013.

7.1.1 Over the next 12-18 months deliver a transformation programme (delivering savings and implementing a service redesign). A longer term decision can then be taken after the transformation is complete

7.1.2 Develop an “investment led approach” to delivering the requisite savings.

This will involve generating initial savings to fund an investment programme that will in turn increase revenues and further reduce the net deficit (subsidy).

7.1.3 Reduce the cost of staffing by c£500k per annum from 2014/15, by a combination of;

- a) The introduction to flexible working (this may include measures such as introducing more flexible job roles, introducing annualised hours)
- b) Reduce the cost of sickness absence as part of a corporate drive to reduce sickness absence costs and days lost through sickness
- c) Reduce “back office” costs within the leisure service management structure

7.1.4 Review the concessionary pricing scheme alongside improvements in the Invigor8 benefits package and marketing campaign.

This may involve a re-focusing of the concessionary scheme to ensure that the scheme benefits those for whom price is a genuine barrier to participation – in line with the Councils general policy of supporting those who are most vulnerable.

7.1.5 Review the Invigor8 Passport level scheme to consider limiting the free use concession to off peak times and / or to specified facilities and activities.

7.1.6 Increase the investment in the marketing of the (revised) Invigor8 scheme by doubling the marketing budget from c£32k to closer to the industry norm (equates to at least £65k per annum based on turnover).

- 7.1.7 Introduce a stronger performance management regime with far greater accountability for managers.
- 7.1.8 Target the facilities that are performing at the lowest levels by introducing a “special project team” that will need to involve officers from HR, Property, and Finance - working with Service Managers who will receive support at the highest levels.
- 7.1.9 Review the programming policy and opening times to reflect customer demand rather than operational expediencies (including reviewing the arrangements for schools and club usage).
- 7.1.10 Progress with initiatives to transfer responsibility for operating services to other organisations when the business case is strong.
- 7.1.11 Eliminate losses from catering operations by October 2013.
- 7.1.12 Introduce a fair and effective system of charging for swimming club usage and review the potential for increasing income from the swimming lesson programme.
- 7.1.13 Introduce the principle of full cost recovery for facilities, services and activities provided for third parties. This will involve establishing the true cost of providing facilities and services and then charging other services and organisations a fair price for their usage.
- 7.1.14 Develop the work that has begun on the closer integration of the Golf course management within the Leisure portfolio.
- 7.1.15 Develop the work that has already begun to increase usage and generate income from usage by Adult Social Care partners.
- 7.1.16 Investigate the degree of dependence of third party funding on the Sports Development and Physical Activity service and determine how any future shortfalls can be funded or how savings can be achieved.
- 7.1.17 Develop the savings plan and the associated business cases for capital investment – with a view to accelerating the delivery of these schemes to realize the benefits from 2014/15.

7.1.18 Develop an overall Facilities Strategy and a capital investment programme with individual business cases for each investment proposal.

7.1.19 Provide assistance and support to clubs and voluntary / not for profit sector organisations to build the confidence and capacity for these organisations to consider accepting responsibility for the management of community based facilities such as the Beechwood Recreation Centre under a Community Asset Transfer initiative.

8.0 CONSULTATION

8.1 On-going consultation has involved managers who have provided considerable support to the review .Consultation has been held with the Leader, Deputy Leaders and specifically with the Cabinet Member for Leisure Services and with key officers. Ongoing consultation will be part of the delivery plan programme which will involve staff, Trade Unions and other key stakeholders.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

9.1 There are no detrimental impacts on voluntary, community and faith groups. The report does not make any recommendations which would be incompatible with the Voluntary Sector Compact.

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

10.1 A table outlining how the required savings will be delivered through the transformation programme is shown on the next page which also identifies how the required investment of £1m capital into West Kirby and £1m investment in Europa Pools / Guinea Gap will be used to drive up income and contribute to the overall subsidy reduction. More detailed plans will have to be developed in the next phase of work, subject to approval for the general approach. Figures for capital schemes are indicative only and intended for illustration of the "investment led savings approach".

Savings / Investment Overview

Component	2013/14	2014/15	2015/16
Revenue Savings target	Savings target of 429k agreed	£1m	£1m
Savings from Service Delivery changes	Catering loss recovery with half year elimination of	Further eradication of catering loss £25K	Golf (TBC)

Component	2013/14	2014/15	2015/16
	losses = c.£40k saving		
Savings from flexible working, and staff / management resourcing		£500k	£500k (efficiencies and reductions to target operating model levels)
Income growth to reduce levels of subsidy	To be identified following review of Invigor8 scheme within a new "Target Operating Model"	£500k (resulting from investment and changes to membership / CRM / Sales and Retention – and change to concessionary pricing)	£500k (efficiencies and reductions to target operating model levels)
Savings from alternative service delivery	No reliance on savings in current year	Beach Lifeguard Service provided by an alternative provider combined with staff cost reductions , together delivering £100k saving	
Investment Proposals			
Investment (Capital) – subject to individual Business case	Approval for (c .£1m (West Kirby Fitness and Café reconfigurations)	Delivery c.£1m investment scheme (West Kirby Fitness and Café reconfigurations)	Delivery of c.£1m investment scheme (Europa Pools Ground Floor redevelopment & Guinea Gap)
Investment Revenue		£32K in the marketing budget (Ongoing)	

- 10.2 In order to deliver a transformation programme of this scale over the next eighteen months to two years specific resources will be required including HR, Legal, Finance and Asset Management.

11.0 LEGAL IMPLICATIONS

- 11.1 The Council has a major role to play in contributing to the promotion and delivery of increased participation in sport and physical activity. However, there is no statutory requirement for the Council to provide any of the facilities or services within the scope of this review. If the Council wish to provide these services, it has extensive powers to do so.
- 11.2 Each of the delivery models will have differing legal implications which will need to be explored in tandem with the details on the models.
- 11.3 Progress on task 10 identified in Appendix C (progress with initiatives to transfer responsibility for operating services to other organisations when the business case is strong) will take place in compliance with contract procedure rules and any applicable procurement rules.

12.0 EQUALITIES IMPLICATIONS

- 12.1 Yes and impact review is attached –

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

13.0 CARBON REDUCTION IMPLICATIONS

- 13.1 (There are no carbon reduction implications) – All though any capital investment agreed would seek to reduce any Carbon emissions.

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

- 14.1 Planning permission may be required for some of the development proposals, but necessary consents and approvals would be secured as part of the further work on these initiatives

15.0 RECOMMENDATION/S

- 15.1 Cabinet is asked to agree to the recommendations as listed in Section 7 of the report, which is that the Council should continue to operate the facilities and services “in-house” for 12 – 18 months, in order to deliver a transformation programme (delivering savings and implementing a service redesign). A longer term decision can be taken after the transformation is

complete. In this way the Council can ensure that any longer term delivery models will deliver further savings and improvements building from a lower cost base.

- 15.2 Cabinet are also requested to agree to the actions identified in the delivery plan being delegated for authorisation by the Cabinet Member for Health & Wellbeing where appropriate and that a further report regarding a review of the Invigor8 programme be brought back to Cabinet in November 2013.

16.0 REASON/S FOR RECOMMENDATION/S

- 16.1 The recommendations are being made as they will enable the Council to meet its aim of ensuring

- Leisure Services will be delivered through an efficient and effective service model in line with corporate priorities
- Leisure provision will operate on a considerably reduced financial envelope
- Leisure Services to be offered which meet the requirements of the Wirral community now and in the future in a sustainable and viable way

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Appendix A – Options Appraisal - Future Delivery Models

The long list can be reduced into three main options A – C, as below:

Table 1 – Broad range of options in the Wirral

Option	Advantages	Constraints and Risks	Variant	Viability
<p>A – Continued in-house (operated by Council employees)</p>	<p>Wirral Council retain direct control of the services and remain unencumbered by the constraints of third party interests</p> <p>Allows a period of time deliver transformation , with service continuity</p>	<p>Unable to achieve savings that accrue from relief on NNDR and Vat concessions, plus limited opportunity to reduce employment costs</p>	<p>Some facilities and services can be outsourced , some retained in-house and others transferred to community groups in the long term</p>	<p>Not viable at the current level of deficit / subsidy.</p> <p>Savings of over £2m required by end of 2015/16</p>
<p>B – Tender the services</p> <p><i>(this could deliver outcomes b) – c) in the long-list above)</i></p> <ul style="list-style-type: none"> ■ Retendering as a single package. ■ Retendering as a number of separate packages either to a single provider or through a more ‘mixed economy’ approach – perhaps with Golf separated from the rest of 	<p>Opportunity exposed to competition, and “safe” in terms of EU compliance), and Council able to demonstrate Best Value outcome has been achieved.</p>	<p>Costly (time and resource), and unlikely to produce the best value outcome at this point in time due to various factors , including;</p> <ul style="list-style-type: none"> ■ Likely requirement for a single service provider to provide a “joined up” service ■ Unlikely to deliver the best possible financial outcome when the cost of subsidy remains high (pre transformation) ■ Economies of scale need to apply ■ Council would be 	<p>Some of the services could be taken out of scope and re-tendered by the Council separately (Golf etc) , or retained in-house (neighbourhood facilities and Sports Development etc)</p>	<p>The tender returns would involve higher costs to the Council than may be possible in the longer term – after the delivery of the transformation programme</p> <p>A viable option, but it would be advisable to commence before the changes in EU procurement regulation</p>

Option	Advantages	Constraints and Risks	Variant	Viability
the portfolio		entering into long term arrangements at a time when funding is uncertain in the longer term		(2014)
<p>C – Establishment of a new NPDO / Trust for the Wirral involving a Partnership with an existing NPDO / Trust</p> <p>Engaging via procurement , a ‘preferred provider’ built around a new commissioning framework</p>	<p>Builds upon a well-developed partnership model applied in other authorities</p> <p>Maintains the benefits of integrated service delivery</p> <p>Council and NPDO partner can agree changes to the commissioning framework to address deficiencies in the current arrangements</p> <p>Existing NPDO partner would introduce expertise and economies of scale and could share back office costs</p> <p>There would be significant risk transfer (trading)</p>	<p>Costly (time and resource), and unlikely to produce the best value outcome at this point in time due to various factors , including;</p> <ul style="list-style-type: none"> ■ Likely requirement for a single service provider to provide a “joined up” service ■ Unlikely to deliver the best possible financial outcome when the cost of subsidy remains high (pre-transformation) ■ Economies of scale need to apply <p>Council would be entering into long term arrangements at a time when funding is uncertain in the longer term</p>	<p>Some of the services could be taken out of scope and re-tendered by the Council separately (Golf etc) , or retained in-house (neighbourhood facilities and Sports Development etc)</p>	<p>The tender returns would involve higher costs to the Council than may be possible in the longer term – after the delivery of the transformation programme</p> <p>A viable option, but it would be advisable to complete before the changes in EU procurement regulation (2014)</p>

Of the three options, only A and C as being economically viable and deliverable.

The following factors will determine which is “the best fit option”;

- a) The Council’s approach to procurement “risk” – whether or not it feels obliged by regulation to expose the services (in whole or part) to full competition in an open and competitive tendering event (the position will change in 2014)
- b) The level of confidence the Council has that an partnership with an existing NPDO would offer Best Value – in terms of cost and performance and the ability to deliver continuous improvement over an extended term
- c) The view on whether the services should be fully integrated, with a single service provider offering a broad range of services – including Golf and Sports Development
- d) The level of confidence the Council has that the a specialist contractor could deliver capital investment into the facilities
- e) How the Council intends to separate the commissioning/strategic development role from the delivery function. For example, does it plan to have a culture and leisure ‘client’ that can advise the Council on strategic issues as they emerge, that can translate on-going Council requirements into a quantified set of outcome targets and can work with the Trust to develop a performance management framework.

Appendix B – Management Options Appraisal

The National Procurement Strategy for local government sets out the full range of options that local authorities should consider in the context of strategic service reviews (what it describes as the “make or buy” decision) (ODPM, 2003(b)). The broadest range of options is set out as follows:

- a) **In-house operation**
- b) **Private sector operator/s (procured by tender)**
- c) **Private sector operator/s offering “Hybrid NPDO” arrangements (procured by tender)**
- d) **Other existing Charitable NPDO’s (Trust) – such as Greenwich Leisure Limited (procured by tender)**
- e) **Locally established charitable “Trust”**
- f) **Community Asset Transfer**
 - Public sector consortium
 - Tactical contracts (multiple)
 - Local authority company
 - Joint venture company
 - Partnering contract
 - Framework agreement
 - Design, build, finance and operate (DBFO) – including Public Finance Initiative (PFI)
 - Closure or disposal
 - Mixture of the above

The list can be misleading because it combines various forms of partnership / contract , and also muddles up a range of options which are better described as procurement “variants” .

Appendix C – Outline Delivery Plan

Task Ref	Recommendation	Interdependencies	Actions	Timescales and resources
1.	Continue to operate the facilities and services "in-house" for a period of 12 -18 months in order to deliver a transformation programme (delivering savings and implementing a service redesign). A longer term decision can be taken after the transformation is complete. In this way the Council can ensure that any longer term delivery models will deliver further savings and improvements – building from a lower cost base.	The Transformation delivery "machinery" for all of the tasks Provision of transitional support to the management team to enable the savings and investment plans to be delivered effectively and quickly	<ul style="list-style-type: none"> • Complete a Transformation Programme Plan • Initiate a Project Team • Complete a PID • Allocate support resources • Identify risks to delivery 	<p>Timeline End of August 2013</p> <p>Internal Support resources will be required from Finance, HR, Property, Performance Management Team, and service management</p> <p>External Advisors required to support the Project Team as part of the Transformation programme</p>
2.	Investment led approach to delivering requisite savings (further £2m between 2014/15 and 2015/16). This will involve generating initial savings to fund an investment programme that will increase revenues and reduce the net deficit (subsidy).	Delivery of task 3	<p>Initial savings (500k by Q4 2013/2014) will need to be delivered to prime the investment plan</p> <p>These savings will need to derive from the introduction of the flexible working week and service re-design</p>	<p>Timeline Incorporated into task 1 (above) – by end of August 2013</p> <p>Internal Support resources will be required from Finance, HR, Property, Performance Management Team, and service management</p>
3.	Reduce the cost of	Without these initial	Combination of	Timeline

Task Ref	Recommendation	Interdependencies	Actions	Timescales and resources
	staffing by c£500,000 per annum from 2014/15	savings it will not be possible to implement the savings led approach or to deliver the necessary capital investment schemes – task 16	<ul style="list-style-type: none"> • Flexible working • Revised job descriptions – to introduce flexible working practices • Reduction in cost of sickness absence (corporate drive to reduce long term sickness absence costs and days lost through sickness). • Reduced “back office” costs 	Commence corporate engagement with TU’s by September
4.	Review concessionary pricing scheme alongside improvements in the Invigor8 benefits package and marketing campaign.	<p>The review needs to be delivered in concert with changes to the Invigor8 benefits package and the increase in marketing investment</p> <p>In this way, the changes can be communicated positively – demonstrating that the Council are focusing their limited resources on those for whom price is a genuine barrier to participation</p>	This will involve a re-focusing of the concessionary scheme. The overall aim should be to target concessions “to those for whom price is a genuine barrier to participation” – in line with the Councils general policy of supporting those who are most vulnerable.	Review to be completed by the end of October
5.	Review of the Passport scheme within Invigor8	Linked to task 4	Consider limiting the free use concession to off peak times and / or to specified facilities and activities.	Timescales With a view to providing a cabinet report in November 2013
6.	Introducing a	Reliance upon this	Closer	Immediate

Task Ref	Recommendation	Interdependencies	Actions	Timescales and resources
	stronger performance management regime	deliverable to achieve the Transformation Plan in general	accountability for managers - who need to take ownership for new budgets and performance targets	commencement
7.	Target the facilities that are performing at the lowest levels (Europa Pools)	Immediate action required	Introduce a "special project team" that will need to involve HR, Property, Finance and Corporate Improvement.	Timescales Immediate action plan
8.	Increase the investment in the marketing of the (revised) Invigor8 scheme	Linked to tasks 5 and 4	Doubling the marketing budget from c£32k to closer to the industry norm (equates to at least £65k per annum based on turnover).	Timescales With a view to implementing package of changes on 1 st October 2013 (half year)
9.	Review the programming policy and opening times	Linked to tasks 4, 5 and 8 (may have impacts on task 3)	To reflect customer demand rather than operational expediencies (including revision of the policy of exclusive use by schools at some pools)	Timescales With a view to implementing package of changes on 1 st October 2013 (half year)
10.	Progress with initiatives to transfer responsibility for operating services to other organisations when the business case is strong		<ul style="list-style-type: none"> • Progress with negotiations • Develop the Councils Community Asset Transfer Policies (CAT) and provide capacity to help to build confidence and capacity within existing third sector organisations 	Timescales With a view to implementing package of changes on 1 st April 2014

Task Ref	Recommendation	Interdependencies	Actions	Timescales and resources
11.	Eliminate losses from catering operations		<ul style="list-style-type: none"> • Immediate plan to eliminate losses of c£85k at Europa Pools and West Kirby by end of 2013/14 • Reduce product range • Introduce tighter controls on margin management • Reduce wastage 	Timescales Eliminate losses by 1 st October 2013
12.	Address the income losses generated from the new system of charging for swimming club usage and review the potential for increasing income from the swimming lesson programme		Specific business review for swimming clubs pricing and swimming lesson pricing and programming	Timescales Implement new controls and policies by 1 st October 2013
13.	Introduce the principal of "full cost recovery" for activities provided for third parties		Identify and review all existing agreements that involve arrangement for usage – including schools swimming, swimming club usage, adult social care usage and all group bookings and third party agreements or hire	Timescales Implement new controls and policies by 1 st October 2013
14.	Develop the work that has begun on the closer integration of the Golf course management within the Leisure portfolio.		Transfer the management of the Golf Courses (and possibly the pitch bookings service to the Leisure portfolio to allow the transformation focus to apply and	Timescales Transfer management responsibilities by end of August 2013 (coincide with current service head

Task Ref	Recommendation	Interdependencies	Actions	Timescales and resources
			to maximize the synergies with Sports Development and Invigor8	departure). Transition / handover to commence immediately
15.	Develop the work that has already begun to increase usage and generate income form usage by Adult Social Care partners.		Accelerate the work being carried out to examine daytime usage by ASC	Timescales Review progress and develop business case by end of September 2013
16.	Develop the business cases for capital investment – with a view to accelerating the delivery of these schemes to realize the benefits from 2014/15	Dependent upon delivering initial savings – mainly task 3	Individual business cases to be developed for West Kirby, Europa Pool and Guinea Gap – demonstrating return of investment from each scheme. Needs to include capital cost estimates and an element of design work (preliminary)	Timescales Business Cases and preliminary design and cost estimates by 1st October 2013

REFERENCE MATERIAL

(Include background information referred to or relied upon when drafting this report, together with details of where the information can be found. There is no need to refer to publicly available material: e.g. Acts of Parliament or Government guidance.)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

DRAFT

DRAFT

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WIRRAL COUNCIL

FAMILIES AND WELLBEING POLICY & PERFORMANCE COMMITTEE

5TH DECEMBER 2013

SUBJECT:	COMMITTEE WORK PROGRAMME
REPORT OF:	THE CHAIR OF THE COMMITTEE

1.0 EXECUTIVE SUMMARY

1.1 The Families and Wellbeing Policy & Performance Committee discussed the formulation of its work programme for the municipal year at its inaugural meeting on 9th July. This report updates Members on the progress with the work programme and the activity currently taking place.

2.0 WORK PROGRAMME OF THE FAMILIES AND WELLBEING POLICY & PERFORMANCE COMMITTEE – RECENT UPDATES

2.1 The updated work programme for this Committee is attached as Appendix 1.

2.2 At the meeting held on 9th September 2013, members of this Committee resolved that “a review in relation to the implications that the increase in BME Communities has had on our services such as Education and Public Health as well as the performance of these services provided for BME Communities be added to the Work Programme”. That topic has been added to the work programme as a Potential Review.

2.3 Members also agreed, at their meeting on 4th November 2013, that safeguarding Children should be added to the work programme. This topic has been added to the work programme as a Potential Review for the future.

3.0 CURRENT SCRUTINY REVIEWS - UPDATE

3.1 Looked After Children Scrutiny Review

At their meeting of this Committee held on 9th September 2013, members approved the Looked After Children Scrutiny Panel. Subsequently, the report was referred to the Cabinet meeting held on 7th November. The following Minute was agreed by Cabinet:

A report by the Chair of the Families and Wellbeing Policy and Performance Committee, provided background information on the report of the Looked After Children Scrutiny Review (appended to it), which had been approved by the Families and Wellbeing Policy and Performance Committee and referred to Cabinet for further consideration.

Councillor Phil Davies informed the Cabinet that he considered this review to be an important piece of scrutiny and that the work carried out by the Task and Finish Group (Councillors Wendy Clements, Walter Smith and Pat Williams) had been exemplary.

Councillor Wendy Clements, Chair of the Families and Wellbeing Policy and Performance Committee was in attendance at the meeting and proceeded to introduce the very detailed report drawing attention to its 25 recommendations. She informed the Cabinet that it was imperative that every part of the Council should strive to improve the aspirations of its looked after children.

Councillor Tony Smith told the Cabinet that the Looked After Children Scrutiny Review was an excellent piece of work that brought home how important it was to be involved with the children, to know what they were doing and to obtain the best possible outcomes for them. He considered it very important for the Task and Finish Group to revisit its recommendations in twelve months time and for the Cabinet to receive a further report to assist it to monitor the progress made on the recommendations.

RESOLVED:

(1) the Scrutiny Task and Finish Group be thanked for its report and it be congratulated on this excellent example of effective scrutiny;

(2) all the recommendations set out in the Outcomes for Looked After Children Scrutiny Review Final Report be accepted;

(3) a progress report be requested for the Cabinet to consider in twelve months time; and

(4) a Seminar be arranged for all Members of the Council to discuss the report and its recommendations.

3.2 Co-optees Review

One of the recommendations from this review was to create an Attainment Sub-Committee. The first meeting of the Sub-Committee is due to be held on 4th December 2013.

3.3 Francis Scrutiny Review

Evidence gathering for the Francis Scrutiny Review commenced in June. This Review, being undertaken by Councillors Cherry Povall (Chair), Alan Brighthouse, Mike Hornby, Moira McLaughlin and Denise Roberts, is aimed at assuring members that satisfactory governance and monitoring is already taking place and that the monitoring arrangements translate into adequate standards of care, with particular reference to Wirral University Teaching Hospital (WUTH). Meetings are due to take place, before the date of the Committee meeting, with Directors at WUTH and with the Care Quality Commission. It is hoped that, subject to progress of the evidence gathering, this Review Panel will present their report to the Policy & Performance Committee meeting, due to be held on 28th January 2014.

3.4 Care Homes Scrutiny Review

Members will be aware that, at the meeting on 9th September, the Care Homes Scrutiny Review was commenced. This review, being undertaken by Councillors Wendy Clements (Chair), Mike Hornby, Moira McLaughlin and Bernie Mooney, is considering the 'Quality Assurance and Standards in Care Homes'. Members are assessing how the quality of care homes in Wirral is currently monitored and what processes are already in place. The outcome of the review will enable members to understand the current monitoring arrangements, and if appropriate, propose improvements. The scope of the review has been agreed and meetings have been held with senior officers in the Department for Adult Social Services and with representatives of Healthwatch and Wirral Clinical Commissioning Group (CCG). Meetings are scheduled, for the near future, with the Care Quality Commission (CQC), care home managers and representatives of a number of advocacy agencies. It is hoped that, subject to progress of the evidence gathering, this Review Panel will present their report to the Policy & Performance Committee meeting, due to be held on 28th January 2014.

3.5 Domestic Violence Scrutiny Review

An initial meeting has been held to discuss the scope of this review. It is proposed that the review, being undertaken by Councillors Janette Williamson (Chair), Bernie Mooney, Steve Niblock and Tony Norbury, will focus particularly on the 16 to 18 year old cohort. In March 2013, a change to the definition of domestic abuse was introduced. This change included a reduction in the age at which young people can be deemed to be subject to domestic violence. Therefore, the review will focus on the interventions and support that are available to that age group. It is intended that the bulk of the evidence gathering will take place during an Evidence Day(s), which will be held early in 2014. As a pre-cursor to the Evidence Day(s) it is hoped to meet with groups of service users.

4.0 RECOMMENDATIONS

- 4.1 Members are requested to approve the updated Families and Wellbeing Policy & Performance Committee work programme as set out in Appendix 1 and make any necessary amendments.

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2013-14 Families & Wellbeing Committee Work Programme

Updated - 06/11/13

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
Committee Dates					Tues 9th		Mon 9th		Mon 4th	Thur 5th	Tues 28th			Tues 8th	
Scheduled Reviews															
Looked After Children Review	Cllr Wendy Clements														Referred to Cabinet - 7th Nov. Follow-up report to P&P Committee in approx 1 year.
Implications of the Francis Report for Wirral	Cllr Cherry Povall														
Review of Co-optees	Cllr Wendy Clements	Agreed by P&P Committee on 9th July 2013													Attainment Sub-Committee and Reference Group to be introduced. New arrangements to be reviewed in Spring 2014.
Quality Assurance and Standards in Care Homes	Cllr Wendy Clements	Agreed by P&P Committee on 9th Sept 2013													
Domestic Violence	Cllr Janette Williamson	Agreed by P&P Committee on 9th Sept 2013													
Potential Reviews															
Reducing hospital admission and dependency on nursing and residential home for older people															
The detrimental effects of over consumption of alcohol on communities and how agencies can work collaboratively to reduce them															
Health Inequalities															
Services for BME Communities		Proposed by P&P Committee on 9th Sept 2013													
Safeguarding Children		Proposed by P&P Committee on 4th Nov 2013													
Reports Requested															
Adult Mental Health re-design and outcomes of the Learning Disability re-design	Cheshire & Wirral Partnership Trust														Complete
Safeguarding Vulnerable People	Julia Hassall / Graham Hodgkinson														Complete
Standards in Independent Care Homes	Graham Hodgkinson														Task & Finish Group introduced
Fostering Annual Report	Julia Hassall														
Adoption Annual Report	Julia Hassall														
Health & Wellbeing Strategy	Fiona Johnstone														
Leisure Review	Clare Fish														
Child Poverty Strategy - update	Julia Hassall														
Public Health Annual Report	Fiona Johnstone														
Troubled Families - update	Julia Hassall														
SEN Transport: Demand Management	Julia Hassall														

Key Activities	Lead Member / Officer	Reason for Review	May 2013	June 2013	July 2013	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	April 2014	Outcome
All-age Disability Service	Julia Hassall / Graham Hodkinson														
Standing Items															
Performance Dashboard															
Financial Monitoring															
Policy Update															
Special Budget meeting															

Note: Committee members will also be invited to participate in consultation events relating to the re-commissioning of the Healthy Child Programme aged 5 - 19 and Drug & Alcohol Treatment Services