

APPENDIX 1: PUBLIC SERVICE TRANSFORMATION UPDATE

Joint Statement of Intent: October 2013

1. Background

- 1.1 This statement sets out the commitment of partners from across Wirral to deliver public service transformation across the Borough based on the clear principle of finding local solutions to local problems.
- 1.2 Our elected Members will be empowered as leaders within their communities, using devolved powers and responsibilities to make the best use of public resources in their area, inspiring their communities to come together to find the right solutions to address local need and improve residents lives.
- 1.3 We will strive to ensure all residents, especially the most vulnerable, are recognised for the talents and assets they have. We will provide them with the tools and knowledge to enable them to make the choices that are right for them and their families. In this way together we will deliver the best possible health, wellbeing, local environment and quality of life outcomes for residents.
- 1.4 We will work with residents encouraging them to hold the same level of ambition for their communities as we have for Wirral; driving growth in our economy and with it aspiration, achievement and employment, particularly among our younger people. This will help to reduce poverty and secure a healthier economic future for our communities.
- 1.5 Wirral's public sector is working together to address a number of challenges including increasing financial pressures, rising demand for services, higher expectations from residents and communities, and longer term challenges (for example caring for an ageing population). The financial constraint facing Wirral Council is £83 million savings over the next three years with £27.5 million savings require in 2014/15.
- 1.6 This approach will not just deliver more cost effective services; it will deliver better outcomes for local residents.

2. Vision

- 2.1 Wirral Council's vision for the future is that:

‘Wirral is a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within reach of everyone who lives here’.

- 2.2 In partnership with the Network, and our Public Service Board work is now underway to identify what our collaborative priorities and work streams should be deliver to deliver tangible change that will contribute to this ambitious vision.

3. Objectives

3.1 Addressing Health Inequalities:

- 3.1.1 Wirral has an ageing population with more vulnerable adults requiring our help. We also have more children needing support and increasing levels of child poverty. Partners share a determination to address this challenge by working more closely together, targeting resources more effectively and designing innovative solutions to ensure maximum value for money and better outcomes for our residents.
- 3.1.2 We will shift our focus by proactively involving service users in all aspects of service design and delivery. We will commit resources only where they will have the most impact and deliver the most positive outcomes.
- By 2017 we will have re-designed and integrated our social care services to address our growing population, which will increase by 10,000 people by 2035.
 - By 2017 we will be well on our way to re-balancing our spending on acute health services which currently cost £100 million per year and prevention / early intervention services which cost £3 million per year.
 - By 2017 we will have reduced the attainment gap between children eligible for free school meals and those who are not eligible across all key stages.

3.2 Driving Economic Growth:

- 3.2.1 Wirral has demonstrated great success in driving economic growth in the area and this continues to be an important priority for the Council and its partners to ensure that local people can access employment opportunities.
- 3.2.2 In 2008, the Council established a Public / Private Investment Board and developed Wirral's Investment Strategy focussing on three core themes; People, Places and Business. In 2012, the Council was a winner of the economic development category for its Investment Strategy at the LGC Awards, in recognition of the approach taken by the Council and partners to supporting and developing the local economy.
- 3.2.3 Wirral's economy today has a total value of around £3.4 billion per year and is home to many international businesses. There is a strong track record for securing opportunities for investment in key growth sectors such as the offshore wind energy industry (which has secured a successful £5 million regional growth fund bid), low carbon economy, advanced engineering, technology and manufacturing services and in particular the automotive supply chain.
- 3.2.4 The Public Sector Board has identified the collective contribution that can be made to the economic well being of our residents and businesses. This priority focuses on ensuring an integrated approach is taken to enabling all residents to benefit from the employment opportunities that are being created. The number of Jobseekers allowance claimants in Wirral has fallen steadily since March 2013 outperforming both the regional and national averages; however focus is required on those who are most hard to reach.

3.2.5 In particular, we will

- reduce youth unemployment and particularly the number of NEETs by better coordinating activities between Job Centre+, Wirral Metropolitan College, the Private Sector and the Council. Public sector partners such as the Fire Brigade will also play an active role in the engagement and raising of aspirations for this cohort.
- better coordinate health support for both individuals and businesses to assist in both securing employment and also enabling employers to retain valuable employees when they fall ill.
- reduce child poverty by taking a whole agency and whole family approach to those families who find themselves in poverty while prioritising the importance of employment as the best route out of poverty.

3.3 Increasing Neighbourhood Resilience

3.3.1 We will inspire communities to come together to find the right solutions to address local need. To do this we will identify new and innovative ways of ensuring our residents have access to the services, advice and guidance that they need and provide them with the tools and knowledge to enable them to make the choices that are right for them and their families.

3.3.2 This will lead to reduced demand for services and improvements to health, the economy and the local environment.

- By 2017 we will have improved lifestyle behaviours among Wirral residents to address current health inequalities.
- By 2017 more residents will recycle more waste, and we will have reduced the incidents of fly-tipping, dog-fouling, anti-social behaviour and graffiti.

3.3.3 We will empower our communities by devolving both services and decisions regarding the deployment of service delivery to the Constituency Committees. No decisions will be made at the Borough wide scale that will not be better made locally. We will endeavour to provide the maximum flexibility to our Constituency Committees to design their own services and decide how local needs are best met.

- We will devolve the first place based services by April 2014
- We will review, and where appropriate, further devolve all other by 2015.

4. How the objectives will be delivered

4.1 Partners have committed to:

- Working in collaboration to drive through the transformation agenda to ensure services are delivered more effectively and efficiently. All partners focus on outcomes for residents not organisational distinctions.
- We will enable our communities to make the right decisions for themselves, leading to reduced demand for services and improvements to health, the economy and the local environment.

- We work in partnership with residents and communities to create innovative solutions to service delivery, and distribute our shared resources in a way that is fair, equitable and ensures they are targeted at those who need them most.

- 4.2 The Wirral Public Service Board was established in November 2012 to act as the strategic driver for transformation. We will also establish four Local Public Service Boards by January 2014 which will act as the operational co-ordination of the 'team around the issue' approach across the four parliamentary constituencies of Wirral. Four Constituency Committees will formally launch in October / November 2013 to agree priorities for Neighbourhood Plans and commission activities accordingly with devolved neighbourhood budgets. Elected members and community representatives will make up the membership of the Constituency Committees. With support from the Network, we will identify work stream priorities in order to develop more detailed business plans.
- 4.3 The management and staffing structure for the transformational neighbourhoods programme is already taking shape across the partnership. The Council has established four constituency teams with Constituency Managers and Neighbourhood Engagement Officers in post since July 2013. Merseyside Police and Merseyside Fire and Rescue Service have also restructured on the same constituency footprint. Discussions are also well underway with health and other partners as to how they will link into the local public service boards.
- 4.4 Full service reviews are currently underway in the areas of community safety (including anti-social behaviour), streetscene activities, youth activities, and faith provision (including child poverty). These reviews will highlight which activities will be devolved to constituency level, where more collaboration and service re-design need to take place, and where efficiencies can be made. The Wirral Public Service Board will also identify current public sector spend across all services.
- 4.5 An evaluation of current public sector partnerships will take place in order to a) identify successful partnerships to be further supported, and b) identify where more collaboration needs to take place.
- 4.6 Residents and communities will play a vital role in the re-design and delivery of future services. This will be facilitated through our neighbourhood working programme.

5. Resources

- 5.1 The Public Service Board will provide the key interface for the Public Sector Transformation Network, facilitated by Emma Degg, Head of Neighbourhoods and Engagement, as the project lead for the Council. The project co-ordinator, Jacqui Cross, will work with the project lead to ensure that sufficient resources in kind are allocated to support Network activity and share learning.
- 5.2 It is also worth noting that the Council views the neighbourhoods programme as being the tool for transformation across the local authority workforce and is re-organising its services to the constituency footprint.

6. Key Milestones and Deadlines

Key Milestones	Deadlines
6.1 Constituency Committees launched	October / November 2013
6.2 Service reviews completed for Community Safety, Streetscene, Youth Activities and Child Poverty	October 2013
6.3 Evaluation of current partnerships completed	November 2013
6.4 Wirral Public Service Board to sign-off shared vision and priority work streams	December 2013
6.5 Local Public Service Boards established	January 2014
6.6 Commence joint work streams	January 2014
6.7 Wirral Public Service Board to identify cost benefits of the neighbourhood programme	January 2014
6.8 Develop new approach to joint-commissioning	April 2014
6.9 Commence community budget pilot schemes	April 2014
6.10 Develop and commence delivery of a programme of activities to support elected members in their community leadership role	April 2014

7. Network Resource Requirements

7.1 Partners in Wirral require project support from the Network to:

- Support the Public Service Board further developing its shared vision and work stream priorities;
- Develop local skills and expertise in respect of projecting the cost benefits of the neighbourhood programme, further to the work that is now underway to assess cumulative public sector spend by constituency;
- Develop a programme of activities which provides councillors with the tools to help break down barriers to integration at the local level and which further develops their community leadership role.
- Work with the Public Service Board to develop innovative approaches and ways of working amongst partner organisations at a very local level to deliver better outcomes on issues that are negatively affecting local communities. This will require the Network to act as an important interface and broker between the Public Service Board and central government departments, in order to provide the necessary flexibility and support that may be required to remove barriers that may stifle innovation, e.g. current government policy and legislative requirements and traditional models of service delivery.

8. Communications Strategy

- Wirral Public Service Board – for key public sector partners;
- Local Public Service Boards – a workshop was held during August 2013 for public sector partners’ operational management to identify opportunities and potential barriers with this new way of neighbourhood working. The key issues were fed back to the Wirral Public Service Board;
- Constituency Committees – for elected members and community representatives;
- Residents and Communities – we are currently developing four communication strategies for each of the constituency areas including utilising existing local communication platforms, developing new platforms where gaps exist, and also incorporating social media initiatives. The Council’s new Neighbourhood Engagement Officers are also developing comprehensive community engagement programmes for each constituency area.

9. Key Stakeholders and Signatories

The signatories to this statement of intent are:

- Graham Burgess *on behalf of* Wirral Council
- Dr Phil Jennings *on behalf of* NHS Wirral Clinical Commissioning Group
- Chief Supt John Martin *on behalf of* Merseyside Police
- Paul Murphy *on behalf of* Merseyside Fire and Rescue Service
- Sheena Cumiskey *on behalf of* Cheshire and Wirral Partnership NHS Foundation Trust
- David Allison *on behalf of* Wirral University NHS Hospital Trust
- Sue Riley *on behalf of* Department for Work and Pensions / Jobcentre Plus
- Sue Higginson *on behalf of* Wirral Metropolitan College
- Simon Gilby *on behalf of* Wirral Community NHS Trust
- Brian Simpson *on behalf of* Magenta Living (formerly Wirral Partnership Homes) and Wirral’s Strategic Housing Partnership
- Moira Dumma *on behalf of* NHS Cheshire, Warrington and Wirral PCT Cluster