

People Overview and Scrutiny Committee
THURSDAY 14TH JULY 2016

REPORT TITLE	<i>TRANSFORMING WIRRAL</i>
REPORT OF	<i>Michele Duerden – Senior Manager Transformation & Improvement</i>

REPORT SUMMARY

This report provides a proposed approach to pre-decision scrutiny of proposals for new business models.

New business models are being developed for Council Services to deliver Wirral’s 20 pledges, respond to stakeholder views and provide the financial savings required.

A briefing session on alternative delivery will be available to all Members on 20th July 2016. This session will provide an overview of the different types of alternative delivery models and their relevance and appropriateness to different services.

Pre-decision scrutiny of proposals for new business models enables Members to engage in reviewing transformation proposals in line with the need for Council to radically change the way services are delivered to secure 2020 outcomes.

This matter affects all Wards within the Borough.

This is not a key decision.

RECOMMENDATION/S

It is recommended that:

- a) The Committee includes pre-decision scrutiny of proposals for new business models as part of the scrutiny work programme as they become available;
- b) Committee to agree the appropriate scrutiny approach to review proposals as they are brought forward, providing pre-decision scrutiny against the agreed principles for service models.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Outline Transformation Approach (Item 5 - Cabinet 21st March 2016) sets out the principles of a new approach to transformation for the Council; which will ensure the organisation is best equipped to achieve the Pledges committed to in the Wirral Plan. The report sets out how the new transformation programme would be taken forward, including new models for service delivery.
- 1.2 Elected Member engagement in this programme is paramount. Pre-decision scrutiny of proposals for new service models enables Members to be fully engaged in reviewing transformation proposals ensuring that Elected Members are central to supporting, overseeing and promoting the Council's transformation agenda.
- 1.3 A briefing session will be facilitated on 20th July 2016, open to all Members. This session will provide an overview of different delivery models and their appropriateness to different services. Awareness of the range of different delivery models will allow Members to provide an informed consideration of transformation proposals.
- 1.4 Proposals may be brought forward for pre-decision scrutiny throughout the year. It is recommended that the Committee retains sufficient flexibility in the work programme to scrutinise proposals as they arise.
- 1.5 Members should give consideration as to whether the delivery options developed for Council services embody quality, efficiency, local employment, equality and diversity. Each model will be individually developed and scrutinised. New models should be evaluated in line with the principles provided at Appendix 1.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Cabinet Member for Transformation and Leisure has identified the opportunity for pre-decision scrutiny to be undertaken.

3.0 BACKGROUND INFORMATION

- 3.1 The Wirral Plan sets out a vision for Wirral: a set of 20 Pledges which will be achieved over the next five years to improve the lives of Wirral residents. In order to achieve these ambitions, the Council needs to modernise and work in a completely different way, and ensure it has the right culture, abilities, skills and approach to deliver the 2020 vision for Wirral.
- 3.2 In order to deliver this plan Wirral has committed to delivering a modern public service and organising ourselves to deliver our aims. The Outline Transformation Approach (Item 5 - Cabinet 21st March 2016) report set out how the two core themes would be taken forward: (1) a new transformation programme, working to develop new models for service delivery and (2) the implementation of a new operating model. The themes are being developed and implemented concurrently, ensuring that the Council is able to deliver change at pace and continue to deliver positive outcomes to improve the quality of life for Wirral residents.
- 3.3 The transformation programme and the development of new models for service delivery have now commenced. In order to drive major improvements and efficiencies appropriate delivery options for a range of services are being designed, these will need to be negotiated and implemented in order to promote innovation and improve customer experience. As part of this work it is expected that some services will be re-organised and grouped with other services with shared outcomes.
- 3.4 A standard, robust and detailed approach to proposal development and options appraisal has been embedded ensuring any proposals for change are robustly evidenced and aligned to the agreed principles. Comprehensive programme management methodologies will ensure all transformation activities support the delivery of the 20 pledges.
- 3.5 New business models will enable long term sustainable services for Wirral. The delivery options which will be developed for Council services will embody quality, efficiency, local employment, equality and diversity. They will drive an efficient, commercial and value-driven approach to public services. One size will not fit all; each model will be individually developed and evaluated in line with these principles, which have been provided in full at Appendix 1, and will guide the organisation in our approach to the design of new models, as well as aid Members in their democratic engagement in the process.
- 3.6 It is proposed that as each model is developed pre-decision scrutiny is completed ensuring that Elected Members are fully engaged in supporting, overseeing and promoting the Council's transformation agenda

4.0 FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

5.0 LEGAL IMPLICATIONS

There are no legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

There are no resource implications relating to this report.

7.0 RELEVANT RISKS

The Centre for Public Scrutiny highlights the need for scrutiny to engage in reviewing transformation proposals in line with the need for Councils to radically change the way services are delivered.

8.0 ENGAGEMENT/CONSULTATION

The Council is required to consult with the Trade Unions and affected staff on proposed changes to role and responsibilities, structures and services.

9.0 EQUALITY IMPLICATIONS

No EIA has been undertaken relating to the subject of this report because there is no relevance to equality at this time.

REPORT AUTHOR: *Michele Duerden*
Senior Manager - Transformation & Improvement
telephone: (0151) 691 8440
email: micheleduerden@wirral.gov.uk

APPENDICES

Appendix 1 – Principles for Service Models

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

APPENDIX 1 - PRINCIPLES FOR SERVICE MODELS – POLICY & ETHICAL

Principle	Evaluation
Achieves the ambition and vision set out in the Wirral Plan and associated pledges	Must be able to demonstrably deliver Wirral Plan pledges.
Achieves improved outcomes for Wirral residents, businesses	Measurable outcomes linked to the Pledges and Strategies
Service design reflects the views of residents, businesses	Appropriate level of consultation; use of published material e.g. customer insight
Delivers savings or reduces the burden to the Council's net revenue funding	Achieve savings / reduce operating costs for the Council / or reduce demand
Council retains robust accountability and governance arrangements	Appropriate governance/ contract management arrangements are in place.
Resilience and flexibility to emerging issues in service delivery	Ability to respond to changing statutory duties/ future opportunities for service delivery Ability to adjust in a timely manner to political direction/legislative or procedural changes.
Partners and local businesses believe the Council is easy to do business with	Regular engagement takes place with partners and local businesses to develop joined-up approach.
Promotes equality and diversity	Promotes equality and diversity amongst its residents and workforce through undertaking robust equality impact assessment.
Impact on employment and the local economy	Availability of training and development opportunities. Secures commitment to sustainable local employment.