

Regional Programme Proposal

Name of Programme

Liverpool Strategic Innovation and Improvement Programme

The shorthand by which the programme will be known is: The Liverpool SIIP

Programme Overview

What is the programme? Describe what the programme is and how it will be delivered.

Programme:

Following the CPA review in October 2007, Liverpool City Council was one of only two local authorities to be awarded a 'one star' rating, albeit the Council has been judged as 'performing well' or 'performing strongly' in five of the seven categories being assessed.

To respond to this challenge, the City Council has developed the Strategic Innovation and Improvement Programme (SIIP), an ambitious and challenging programme of work which will enable the Council to improve capacity to deliver value for money, secure measurable efficiencies and achieve long-term, sustainable success.

The SIIP sets out a clear strategy for improvement focused on three themes:

- Future Ambitions and Delivery – the Council is developing its new sustainable communities strategy. As part of this work with partners, it is updating the vision for Liverpool, and establishing specific targets of what success will look like in the long term. This will inform the LAA priorities and targets and the Council's refreshed corporate priorities and underpin the development of a clear set of strategies/plans in many areas including asset management and procurement
- Finance – to significantly improve its financial performance and attain an improved rating, the Council must
 - develop its existing medium term financial plan into a clear medium and long term financial strategy taking account of all the risks and financial pressures it faces.
 - build up financial reserves and working balances to an appropriate level
 - develop effective cost to performance analysis to financially support effective delivery of priorities
- Organisational Culture and Governance – Elected Members, individual officers, partners and neighbourhoods must work together to improve the working of the Council and thereby its reputation and effectiveness. There is a need to develop clear protocols which will help instil the organisational culture required to develop and maintain these improved working relationships and governance. A copy of the SIIP plan detailing the strategic outcomes the authority is determined to achieve, and associated key actions is attached as Appendix 1.

The SIIP is governed by a strategic group with an independent chair and comprising of the Leader and Chief Executive of Liverpool City Council and external partners from a range of organisations including the Improvement and Development Agency (IDeA), Local Government Association (LGA), the Leadership Centre for Local Government, GONW and the Audit Commission. The SIIP group will be responsible for monitoring the delivery and outputs from the programme and providing support and advice as necessary.

In addition to the planned actions identified under the key themes in the SIIP, the City Council aims to commission a series of comprehensive, in-depth peer reviews to be carried out by skilled officers from other local authorities and partner organisations, and others.

The officers will act as 'critical friends' and bring a grounded appreciation of the issues faced by local authorities together with a knowledge and expertise of cutting edge practice from elsewhere.

The peer reviews will be specifically focused around:

- Finance
- Strategic Leadership
- Transformational Change
- Communication
- Value for Money

Each review will result in a report and recommendations for improvement which will feed into an updated SIIP.

To complement the peer reviews, a series of 5 'peer assist' days are proposed. These are lighter touch than the reviews and will consist of 2 sessions per day. Each session includes action planning and follow up to review progress.

The City Council has identified funding from its own budget to deliver elements of the SIIP. However, additional funding is required, to secure the necessary external expertise to ensure SIIP outcomes are achieved in a reasonable timescale, hence the Council submitting this bid for funding from RIEP.

The RIEP funding will enable IDeA to assign a lead Programme Manager(s) to the SIIP including management of the peer reviews and 'peer assist' days in line with recognised best practice in programme and project management and methodology. The Programme Manager(s) will have responsibility for establishing project teams, developing the project documentation, (including PIDs and final reports with recommendations), initiating research, with the City Council responsible for implementing the outcomes and recommendations of the reports.

To support the Programme Managers, assistance will be needed to respond positively to a number of the actions under the SIIP. Additional financial management, performance management and project management capacity will undoubtedly be required, with this additional capacity funded in part from the RIEP allocation.

The changes required under the 'organisational culture and governance' theme will need to be supported by an extensive change programme supporting a realignment of financial and strategic responsibilities both within the officer body and elected members. The Leadership Centre for Local Government is developing its programme to deliver this change and funding from the RIEP is required to support delivery.

Intended Outcomes – what benefit will this project bring to local government and its partners?

The SIIP programme has been developed in direct response to the City Council's poor performance in the corporate assessment and the Use of Resources, and hence an overall CPA rating of one-star. The primary intended outcome of the SIIP is an improvement in capacity evidenced through achievement of targets within the LAA, improved CAA rating, and particularly the deliver improved outcomes for customers and residents.

Although the SIIP is a Liverpool specific programme, the implementation will deliver benefits for other local authorities and partners:

SIIP implementation will facilitate capacity-building across the sub-region and provide the opportunity for developing innovative approaches to areas of underperformance that can then be adopted within other local authorities. The SIIP will offer an avenue for the sharing of learning and best practice and enhance the skills of those partners involved in provision of peer support and challenge.

It is important to note that although the Council scored low for 'Use of Resources', good scores were recorded for Benefits, Children's and Young People, Adult Social Care and Environment i.e. areas that have been identified as improvement priorities for the North West . The approach to delivering these services and the examples of best practice can be shared with other local authorities and partners to enable service improvement across the region.

How does the programme link with the Regional Improvement and Efficiency Strategy?

The focus of the SIIP is to deliver the organisational change and key actions required to deliver improvements, enhanced Value for Money and the overall CAA score for the Council as demonstrable evidence of improved outcomes for local people. This directly supports the aims of the North West Improvement and Efficiency Strategy to:

- *“provide support to enable L.A.s and their partners to take responsibility for their own improvement and achieve significant improvements and efficiency savings”*
- *“support innovation and sharing of good practice”*
- *“assist councils in difficulty and tackle poor performance through tailored, co-ordinated support”*

In particular, the areas of focus identified for the North West region include:

- *“developing the skills of elected members and managers so that they are able to lead transformational change and effective partnership working”*
- *“focus on at risk authorities – challenge and support areas of underperformance and provide strong sector-led support”* and
- *“provide targeted peer support...particularly to improve poor performance”*

Specifically, one of the targets within the NWIES performance management framework is that no authority within the region will score less than 3 overall on 'Use of Resources' by end of 2010/11

<p>How does the programme help achieve the sub regional improvement and efficiency strategies?</p> <p>The focus of the SIIP is to deliver the organisational change and key actions required to deliver improvements, enhanced Value for Money and the overall CAA score for the Council.</p> <p>The outputs from the SIIP directly support the aims of the sub regional improvement and efficiency strategy (the MIEP) to:</p> <ul style="list-style-type: none"> • <i>“identify opportunities for shared services across local authorities”</i> • <i>“make effective use of our collective physical resources”</i> • <i>“use our collective workforce more effectively”</i> • <i>“make better use of our financial resources”</i> • <i>“improve our ability to use our collective knowledge base through effective governance and information sharing”</i> 	
<p>Intended Outputs – what will be produced or delivered? – eg: a research report, a conference or a learning programme. Specify details to the extent that they are known.</p>	<p>Date of Delivery – when will the outputs be delivered?</p> <p>Reviews completed</p> <p>Recommendations and action plans shared with stakeholders</p>
<p>The Peer Reviews for each of the identified areas (i.e. Finance, Strategic Leadership, Transformational Change, Communication, Value for Money) will result in an individual review report detailing key findings and recommendations for improvement that will form the basis of an action plan.</p> <p>Project Teams will be established for each work stream to deliver the action plan and realise identified deliverables to be monitored through an agreed process to be co-ordinated by the SIIP Programme Manager(s)</p> <p>The five ‘peer assist’ days will result in a series of key actions for each of the 10 sessions to be determined. Key actions will also be monitored through an agreed process to be co-ordinated by the SIIP Programme Manager(s)</p>	<p>The implementation period for the SIIP programme is September 08 – December 09.</p> <p>Timescales for completion of individual review reports and action plans to be agreed as part of the development of the detailed programme</p> <p>A final monitoring report identifying progress made in delivering all identified deliverables within the programme to be completed by January 2010.</p>

Key Milestones – what are the key milestones in delivering the project with dates?

- SIIP Group established – completed
- Appointment of SIIP Programme Manager(s) – July 2008
- Identification of peer review panels – August 2008
- Peer assist days and topics to be considered – August 2008
- Implementation & completion of peer reviews – by end March 2009
- Feedback and action plan from peer assist days – by end March 2009
- Reports generated including findings and recommendations – by end March 2009
- Action Plans developed and owners identified – April 2009
- Implementation of Action Plans – April to December 2009
- Regular Feedback to SIIP Group through progress reports
- Feedback to RIEP Board through progress reports
- Final monitoring report – January 2010

Programme Plan – is there a project plan that is appropriate to the size and complexity of the project?

The high level SIIP implementation plan has been developed and agreed with the Group members but this is to be updated to include the peer reviews. It is anticipated that each review will have its own individual implementation plan which will then feed into the overall plan. A copy of the SIIP action plan with actions, key milestones and relevant owners is attached as Appendix 1. Both the overall programme and individual projects will be developed in line with good practice methodology in programme and project management.

Cost of Programme – specify clearly how much the project will cost and sources of funding. If funded from within the NWIN allocation to University specify which category. Is all the funding secure?

2008 – 9

The City Council is seeking a contribution of £250,000 from the RIEP which the Council will match fund with a contribution of at least £250,000. It is important to note that this match funding is in addition to the Council's mainline spend on SIIP.

Programme Staffing – Who is responsible for delivering the outputs? Who else will work on the project, what are their roles?

Responsibility for delivering the outputs from the programme will sit with Liverpool City Council. The structure for implementation of the SIIP Programme is as follows:

- SIIP Programme Group - made up of the Leader and Chief Executive from Liverpool and external partners from a range of government agencies and responsible for the strategic overview of the Programme.
- SIIP Programme Manager(s) - overall programme co-ordination and management, reporting to SIIP Group
- Project teams made up of City Council officers and specialist additional capacity as specified in the programme – to deliver the actions identified and detailed in the Improvement Action Plans
- External Support:
 - Peer review panel members
 - Peer assist contributors
 - LSP partners

Programme Budget – what will the money be spent on? How certain are the costs?

The budget will be spent on:

Overall Programme Governance - £10k

Additional financial management, performance management and project management capacity
£70k

Peer Review Panels - £60k

Peer Assist Days - £60k

Organisational change support - £20k

Consultancy Support – 30k

Local Government engagement – how have local government representatives been involved in setting up this project? How will they be involved in monitoring or steering the project as it takes place? (for example is there an advisory group or working group? Are local government secondees involved as staff on the project?)

The SIIP group includes external partners from a range of local and national government agencies including the IDeA, LGA, the Leadership Centre for Local Government and the Audit Commission. The SIIP is chaired by the Chief Executive of Wigan Borough Council. The IDeA are responsible for pulling together the various contributions and particularly for the organisation of the reviews proposed in this bid.

Links with other improvement initiatives – how does this programme link to other improvement initiatives in the region or nationally?

The SIIP is essential to the realisation of the Council's long term vision for its strategic, financial and business planning. As the CAT inspection made plain without the improvement of internal capacity the city's ongoing improvement is at risk. Liverpool needs to ensure it plays its full part in the ongoing improvement of the economic, social and environmental health of the North West. The vision is aligned with the Sustainable Community Strategy and City Region prospectus. As identified above, the programme is closely aligned to the North West Improvement & Efficiency Strategy and specific workstreams will support delivery of the sub-regional priorities (e.g. the Value for Money and Finance workstreams will contribute to work of the Merseyside Procurement Hub).

Communications – how will information about this project be communicated before it takes place? (to advertise it), while it is going on? and once it has concluded? (to share the lessons)

The City Council has well-established channels of communication, both internal and external, to promote its vision and priorities, and the key strategies and plans to deliver those priorities. Internally such channels include electronic media (e.g. intranet 'Message of the Day'), publications such as Council People magazine and 'In the Know', and more formal routes for the cascade of information such as management team briefings.

The programme will be promoted to external partners including through the Local Strategic Partnership and the dissemination of information through its sub-groups.

As far as individual peer reviews are concerned, a Communication Plan will be established as appropriate to the individual review in accordance with good practice in project management. The Communication Plans will identify key stakeholders and optimum channel/frequency of communication.

On completion of the Programme, conclusions drawn and lessons learned will be reported to the RIEP in addition to other key stakeholders such as other local authorities within the region and LSP partners. The improvement of the council is closely watched by the media and the authority will acknowledge the importance of external support in securing the improvements we envisage.

Performance Criteria – How will you know that the project has been successful?

- Achieving milestones
- Attendance numbers at conference or enrolments on learning programmes
- Customer / participant feedback – how will this be obtained?
- Participant achievement – did they complete learning programme?

The SIIP will be evaluated through a number of criteria:

An improved 'Use of Resources' assessment score is the key indicator of the successful implementation of the SIIP programme.

Other criteria include successful achievement of key milestones within the SIIP plan and delivery of key outcomes and outputs identified within each of the peer review and peer assist action plans.

The SIIP will also form an integral part of the Council's service planning process with the inclusion of the SIIP key milestones and outputs in service plans as key improvement priorities (KIP) and targets. Performance and delivery against the KIP's and targets will be monitored through the Council's performance management database. The performance related pay (PRP) of Senior Managers, Assistant Executive Directors and Executive Directors will be dependant on successful delivery against the SIIP targets.

Outputs from capacity-building activities can be judged via an IDeA corporate governance score equivalent to that of our peers

The benefits of dissemination of learning and best practice to other authorities within the region will be measured through consultation with participating authorities.

Impact assessment – how will the impact of this project on the improvement of public services be assessed and evaluated? How will it link with the overall evaluation of the North West Improvement and Efficiency Partnership?

Ultimately the impact of the SIIP will be assessed through successful delivery of LAA targets and outcomes for local people. The SIIP will also have a significant impact on the Council's Use of Resources score and delivery of a Value for Money framework that is being established to deliver cashable efficiencies in response to CSR07. Any cashable efficiencies identified will contribute to the overall targets within the North West Improvement and Efficiency Partnership. IDeA corporate governance score is also a key test of success.

Risk assessment – requests for investment will need to provide evidence of risk and proposed mitigation action

Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigating actions
SIIP fails to deliver the anticipated improvements to achieve an improved Use of Resources assessment score and overall score	L	M	Regular reporting and feedback to the SIIP group will identify areas of non performance/failure to deliver and relevant impacts.
Limited capacity within the organisation to deliver the change required	M	H	The submission of this bid is a direct counter to the risk of limited capacity, and aims to build capacity within the organisation to mitigate against the risk of failure to deliver the SIIP.
Timescale available to complete reviews and implement recommendations and actions for improvement by December 09	L	M	A prompt response to this bid will promote an early commencement to the SIIP programme. Best practice in programme & project management will be adopted to reduce the risk of programme/project overrun and identify likely delays at an early stage.

Contact details

Lead contact:

Ben Dolan, AED, Chief Executives Office – ben.dolan@liverpool.gov.uk
0151-225 2733

Other contacts:

Maureen Sparks, Head of Business Improvement – Maureen.sparks@liverpool.gov.uk
0151-225 5501

Please attach any programme plans or further details.

SIIP Plan attached