

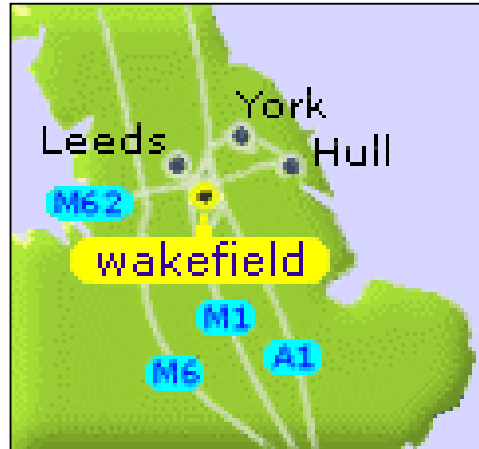
Transforming An Underperforming Council: The Wakefield Experience

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The Wakefield District



- One of 5 Metropolitan Districts in West Yorkshire
- 321,000 population
- 350 square kilometres – mixture of urban and rural
- Coal mining heritage, but major regeneration projects under way
- Low BME population - 2.3%
- Labour controlled since formation in 1974

Wakefield: 2002

- Inadequate political and managerial Leadership – 3 Chief Executives in 18 months
- Poor partnership working – ineffective LSP
- Antiquated decision making and probity arrangements – Major Police inquiry
- Defensive and insular – Best Value programme suspended by Audit Commission
- Social Services in Special Measures
- One of only 3 Councils without LPSA1 – Wakefield, Hull, Walsall
- Many services in bottom quartile – e.g. Planning, Benefits, Refuse
- Minimal community engagement and consultation
- Declining District – Regeneration efforts ineffective

- Result: 'Poor' CPA Rating

2003: A New Beginning

- **New CX and Corporate Management Team appointed – Strong Corporate Leadership**
- **ODPM Lead Official appointed**
- **Major investment in corporate capacity**
- **Wide scale engagement with local partners and citizens to identify priorities**
- **25 Year Community Strategy ('Fast Forward') developed and joint action plans agreed**

Competence and Confidence

Areas targeted for urgent improvement

- **Executive & leadership development**
- **Member training & capacity**
- **Political/Corporate management team working**
- **Senior management assessment & development**
- **Performance management**

Rebuilding Performance

Comprehensive and integrated performance management framework developed

Key elements and tools:

- **Strategic oversight – Strategic Scorecards at top team level**
- **Annual self assessment based on EFQM model**
- **Regular Monitoring & quarterly Performance and Budget Clinics**
- **Transparency & shared understanding – Corporate Business Planning Cycle**
- **Integrated Risk Management – strategic & operational risk registers**

A Citizen Focused Council

- **Performance Framework designed around outcomes – ‘what does this mean to citizens?’**
- **Access and engagement frameworks put in place**
- **Clear cultural shift - ‘citizens come first’**
- **Promises to citizens made - and kept**
- **Employees engaged and supportive – MORI Staff survey**

Meeting Citizen Needs

- **Reconfiguring resources - £33m to citizen priority areas**
- **Transforming working practices - Neighbourhood Action**
- **Modernising delivery patterns - Social Care Direct**
- **Embracing Partnerships - Design PPP/Waste Management PFI/ street Lighting PFI**
- **Creating new delivery organisations - 2nd largest LSVT in England**
- **Engaging Members – hard political decisions made (e.g Elderly Care, Stock Transfer)**

The External Verdict

CPA Corporate Assessment Report 2004:

- **“Wakefield has emerged from an inward facing organisation to one that is open to learning & keen to explore new ways**
- **New focus on service improvement with direct impact for local people**
- **Strong leadership and clear strategic direction**
- **Culture of performance management and performance improvement**
- **Increasing public confidence in the Council & its services”**

Phil Hope, ODPM Local Government Minister, May 2004

- **“ I am very impressed with the remarkable progress your Council has made towards recovery”**

Wakefield: 2006

- **One of only 5 Councils recognised nationally by the Audit Commission for sustained improvement**
- **14% improvement in core service performance since 2002 (only 1 in 4 nationally exceeded 10%)**
- **Achieved 'Most Improved Council' in LGC awards 2006**
- **Beacon Status in Procurement and Engaging With Young People 2006**

Most Importantly:

- **6% rise in citizen satisfaction – against declining national trend**

Keeping Up The Momentum: 2007 and Beyond

- **Innovative LAA being delivered— Focus on *Total Family Support* through customised service packages**
- **Neighbourhood Management/Governance Pilots – 3 models being tested in LAA**
- **PFI for Waste Management**
- **£0.5bn private sector led funding leveraged for key Regeneration Projects**
- **Area/ Neighbourhood based services**
- **Partnership working/VFM**

Sustaining Success

Strategic



Focus on what matters

Corporate



Working Together

Citizen Focussed



Outcomes

Continuously Improve
- Relentless