

# THE BRIEFING

For members of the Public Sector Management Network  
Volume 14, Issue 5  
December 2006

## Public Sector Management Network

Dear Networkers,

Well we are in the last month of 2006 and no doubt all looking forward to the Xmas and New Year break.

The Network has had a busy year which was capped by the final of the Top Team 2006 competition held at Kensington Town Hall last month.

Congratulations to all the finalists who worked hard in producing excellent presentations which were rigorously scrutinised by our Judging Panel.

Well done to Peterborough & Stamford NHS Foundation Trust - Service Improvement Team who were winners of Top Team 2006 and were last seen celebrating their success with Albert Ellis, Chief Executive at Harvey Nash.

My thanks to all the teams who entered; the organisers; the Judging Panel, chaired by Katherine Kerswell; our sponsors Deloitte and Harvey Nash; supporting partnering organisations, IDeA and SOLACE and our media partner The Times Public Agenda.



**Noorzaman Rashid**  
Chair of the Management Network

## TOP TEAM 2006

### The Winner ....

#### Peterborough & Stamford NHS Foundation Trust – Service Improvement Team

The Service Improvement Team was created 10 years ago to deal with the Government's NHS reforms which emphasised a switch from small scale incremental change to wider sweeping whole systems challenge, unit initiatives and targets for health and social care providers.

Challenges included a project to deal with the government's priority to cut waiting times. This involved working operational staff to achieve three targets by defining clear pathways of care, reducing waste and duplication, better planning, mentoring and re-evaluation the changes.

Ten years on the work of the team continues through leading, supporting and facilitating national, regional and local initiatives from conception to implementation.

Katherine Kerswell, Chair of the Top Team Judging Panel said that "The Judging Panel had a very hard debate as all of the teams were close with all teams showing examples of the criteria such as

innovation, creativity, learning, overcoming blockages.

However, this is the Top Team award we wanted to see from our winner real evidence of team dynamics, results, outcomes and a well performing Team.

The Team that shone out with the Team dynamics was Peterborough & Stamford Hospitals NHS Trust.”

“You have contributed right to the corporate heart of your organisation, with helping to resolve financial pressures, and even getting Doctors to do dressings (or was it cross dressing – I am not sure!).”

## **The finalists .....**

### **Leicestershire Care On-Line**

Care on line, part of Leicestershire Adult care service was established in 2001 to help meet the council strategy of “improving social care and support for venerable people”.

The aim of the project was to deliver information to the over 65s, disabled and unpaid carers, at the point of need (their own homes) using computers and the internet.

The project included undertaking needs assessment, providing skills training, developing a dedicated website and providing technical support.

The team have achieved;

- Over 400 isolated people trained in their own homes.
- 2,500 people have access to a computer and the internet.

- 300 support calls handed in 2005 (90%home visits)
- In three years over 18,000 visits to website each month, an increase of 800%.

Katherine Kerswell, Chair of the Judging Panel said that the Leicestershire On-Line Team have demonstrated:

- Evidence of staff going the extra mile in the case of Wanda, with many more similar examples each week.
- A real plan to expand the current 3,000 users to 30,000 in a non statutory area, and I think you will achieve that!
- Real examples of individual input with Sue from Leicestershire Care On-Line Team coming into public services offices and making real to what is happening within Care On-Line, some of which sounds like a dating agency with the number of weddings that have occurred.

### **Knowsley's Works Team**

In 2005, an employment and skills strategy was developed in Knowsley by three partners; Knowsley MBC, Job Centre plus the Merseyside Learning and Skills Council.

The aim of the strategy was to increase the employment rate from its low 61% in 2004 to 70% employment in 2010 to bring it close to national targets.

To achieve this Knowsley's Works Team had to target the hardest to help groups in order to achieve this, the team adopted fire core aims/values:

- Engage- with people and support them in work.
- Embrace- and celebrate difference.
- Educate- to provide training and skills.
- Empower people to make positive.
- Employ- to do all that is possible to support people into getting a job.

Already Knowsley's Works Team has played a key role in the employment rate reaching 66% which's 2 years ahead of strategy targets.

Katherine Kerswell, Chair of the Judging Panel said that his team had demonstrated some real improvements in service delivery, for example:

- 75% achievement of people staying in work
- 8,200 more people in work by 2010.
- Tracey from Knowsley's Works Team showing real delight and belief in what she does which is infectious.

### **Craigavon & Banbridge Community Health Centre**

In 2002, Banbridge District Council purchased a former Banbridge hospital site in Co Down, Northern Ireland. Craigavon and Banbridge Community Trust established a team to co-ordinate the development of the Banbridge Community Health Village.

The team have engaged in a process to entice healthcare providers from the public and health sectors, to invest in the development of the site.

A range of health service providers purchased the site in 2005 and planning and construction of the community has been going on since with the following facilities/partners.

- Banbridge Group Surgery.
- Oaklee Housing Association and Lenord Cheshire.
- Banbridge District Council memorial garden.
- Fold Housing Association.
- Banbridge, polyclinic Craigavon area Hospital Group Trust.
- Banbridge pre-school.
- Northern Ireland Ambulance Service.

Katherine Kerswell, Chair of the Judging Panel said that 'Through the work of the team, the local community's value of the history of their hospital has been saved and the 21<sup>st</sup> century part of its story as a local health provision is now being written. You have kept health services local to your community.'

### **Avon Fire and Rescue Service - Youth Development Team**

The Youth Development Team was created to deal with young people, who are most likely to be involved in fires and road accidents – and to cause them.

The team has made several programmes from its base at Bedminster fire station in Bristol, to ensure that it reaches every child and meets their different needs; from primary school children who need to know what to do in a fire to young offenders

who need alternative routes to avoid repeated offences.

The testimonials and results prove that its work is having a key impact in making communities safer and to help preventing emergencies happening.

Katherine Kerswell, Chair of the Judging Panel said that again ‘Avon Fire & Rescue Youth Development Team has demonstrated real improvements in service delivery with no re-offending of you participants. It was also very moving to Gareth from Avon Fire Service and the pride in his mum’s face as she watched him on the video.’

### **Wakefield MDC’s Procurement Team**

Just over 3 years ago as a result of a poor corporate performance, the Corporate Management Team at Wakefield council made a commitment to establish a procurement team, with a view to develop a corporate procurement framework to ensure that every officer buying for the council had the recovery support, skills and expertise relative to their work.

Business view of Wakefield at the time was in a “black hole” in terms in doing business.

In 2006-07 Wakefield’s Procurement Team became a beacon authority for the ‘delivery of quality service through procurement.’ This was underpinned by:

- Comprehensive e-procurement programme.
- A highly effective supplier engagement programme developed in partnership with business link,

federation of small business and voluntary action Wakefield.

- A dynamic and effective team.

Katherine Kerswell, Chair of the Judging Panel said that ‘the feedback from your small business federation ‘from a black hole to a shining light, was a real compliment in the improvement in service delivery.’

‘Your innovation in extending your ‘meet the buyers’ conference to include all the public sector and 3<sup>rd</sup> sector in your borough, this will bring significant benefits to the region as well as the money you have saved to help balance the Council’s books.’

### **Improvement express: Local Govt White Paper**

It has finally arrived – the Local Government White Paper. It offers local government the chance for a new relationship with both central government and other partners and a clarity of role as democratic community leaders. It also demands new accountability and confident leadership by local government.

There is the real chance to strengthen self-regulation, within a reduced statutory regulatory framework. The sector has made a strong case for a clear community leadership role for local government, reduced targets and inspection, and these seem to have been accepted. We have created the opportunity, and now we need to seize it. Read the [latest briefing from the LGA](#) on the white paper.

Building on the outline sector led performance framework of Driving Improvement published earlier in the year, we now need to take forward the opportunities created by the White Paper by focusing on creating a credible approach to self-assessment and peer challenge. An IDeA/LGA team is already working to build a small group of

councils who will field trial proposals next year and we will be sharing findings as this proceeds.

There seems to be a general consensus that the community cohesion chapter of the White Paper is not well worked through and there is considerable concern that the focus is almost exclusively on counter-terrorism. We are currently talking to Darra Singh, Chair of the Commission on Integration and Cohesion, about how best to support the work so we can ensure that the full range of local government experience is played into this challenging debate.

We are also working with LGA on the DCLG's Value for Money review of improvement support. The aim is to negotiate a new national strategy on Government support for improvement. In order to make sure that Leaders and Chief Executives make a strong input into how funding and strategy for local government improvement should develop in a post-White Paper world- the LGA Improvement Board have asked us to deliver a 24 hour event in January on the area. It's vital that you feel this is your strategy. For more information or to feed in your comments please contact [adrian.barker@idea.gov.uk](mailto:adrian.barker@idea.gov.uk) in our policy unit.

Local government has worked for a genuinely devolutionary model for LAAs that can truly join up services in an area. The White Paper is a step towards that ambition but does not realise it fully. The White Paper begins to translate the LAA into a contract for the delivery of priorities agreed in the council's sustainable communities strategy.

Personalisation and engaging local communities are a strong theme running through the LGWP. Together with the strategic role of the Leader in the LSP, this should strengthen the ownership and delivery of the LAA. The challenge will be continue to be putting the 'local' into LAAs. We are also in discussion with groups of authorities whether in metropolitan or in more rural areas who are keen to develop multi-area agreements (MAA's) for key strategic services.

We also know that the voluntary and community sector is going to continue to become an even more critical partner to us – not just in terms of delivery

– but in the broader ambition of place shaping. The IDeA will be addressing these issues in its LAA and MAA support programmes as they develop.

Councillors will be encouraged by the prominence the White Paper gives to developing tools to support local issues and residents and the clear role for front line councillors. But as ever, all of this is on top of the normal business of local government. As Sir Peter Gershon's comments at the IDeA's Efficiency Matters Conference last month emphasise – we may be leading the way in the broader public sector by being within reach of delivering on our ambitious efficiency targets. And, as our highly successful and lively Rural Excellence Conference showed, there's ongoing debate around a range of issues beyond the white paper.

So, after the Queen's Speech, we await Sir Michael Lyons final report and the pre budget report which will set the financial scene for next year's comprehensive spending review. Never a dull moment.

I hope you find Improvement Express useful and if you have any comments or views on what we should be covering please contact [eddie.gibb@idea.gov.uk](mailto:eddie.gibb@idea.gov.uk).

[Lucy de Groot](#)  
Executive Director

Download [Improvement express November 2006 \(PDF, 8 pages, 221KB\)](#)

## CONTRIBUTIONS TO THE BRIEFING

**If you would like to forward any articles, diary dates or requests for information, then please forward to:**  
[warrentonks@hotmail.com](mailto:warrentonks@hotmail.com)

You can also access the Networks website at [www.psmn.org](http://www.psmn.org)