

The Deal

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#thedeal | Conference | 27 September 2017

Donna Hall CBE
Chief Executive
Wigan Council



Population of
322,000



70%
green space



140,000
households



85th most

Wigan 2020



3% increase in local economy per year



60% of working age residents qualified to NVQ level 3+



5,000 new jobs created



75% of children ready for school, compared to 64%



5,000 new homes delivered



3.8% reduction in the number of people claiming out of work benefits



30% reduction in looked after children

The story so far...

Since



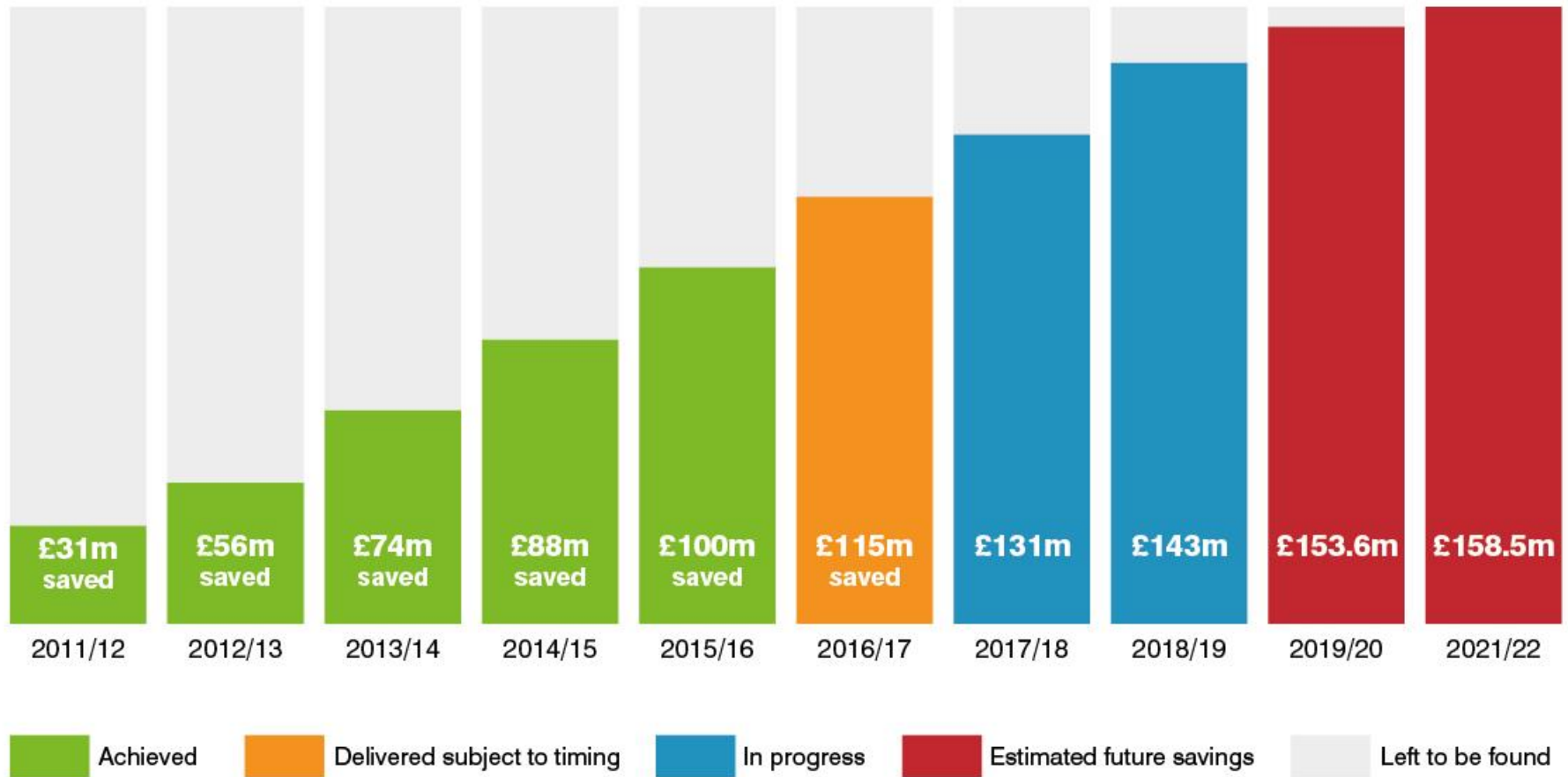
we have saved

£115m

whilst continuing to improve outcomes
for the people in the borough



The story so far...

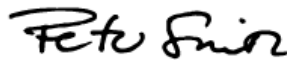


The Deal

Our part

- Keep your Council Tax as one of the lowest
- Help communities to support each other
- Cut red tape and provide value for money
- Build services around you and your family
- Create opportunities for young people
- Support the local economy to grow
- Listen, be open, honest and friendly
- Believe in our borough

Signed



Lord Peter Smith of Leigh, Leader of Wigan Council

Your part

- Recycle more, recycle right
- Get involved in your community
- Get online
- Be healthy and be active
- Help protect children and the vulnerable
- Support your local businesses
- Have your say and tell us if we get it wrong
- Believe in our borough

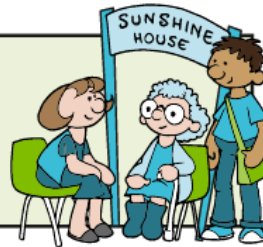
Signed

The Deal principles

**A new relationship
between public
services and citizens**



**An asset-based
approach**



**Integrated
services**



**An engaged
workforce**



**Confident
communities**



**New technology to
support residents**



**Evidence-based
understanding**



**Building
self-reliance**



**A simple concept
people "get"**



The Deal for the future



A radical plan:

- To transform traditional council services and deliver in new ways
- To grow the borough
- To form new relationships with residents
- To maintain and protect service for the future

How we deliver – Growth and Reform



**BUT WE LIKE
TO DO THINGS
DIFFERENTLY
IN WIGAN**

How we deliver – Asset Based

Asset based thinking

Strengths based

What can I do, what can you do?

We're all in this together

People have the answers

People can control their lives and make decisions

How can we create community spirit?



How we deliver – Community Investment

£9m invested in communities by the end of 2017

Opportunity for the **community** to **take control** and **make a difference**

Focus on:

- **Innovation and bright ideas**
- **Community driven initiatives**
- **Reducing demand on public services**
- **Capacity building**
- **Flexible approach**



How we deliver – Community Investment

59 big ideas

£2.9m

external funding
leveraged

£1.26m

recurrent savings

**Social and economic benefit of
£5.6m**



Community Investment – outputs increasing daily



1,904

volunteer hours



272,219

residents engaging in activity



1,266

residents gaining new skills



11,903

food parcels provides



3,380

community activities delivered



190

businesses / charities supported

How we deliver – Be Wigan

Be Positive... take pride in all that you do

Be Accountable... be responsible for making things better

Be Courageous... be open to doing things differently

BeWigan

Because **how** we do things is just as important as **what** we do

Achievements

Satisfaction with the council



2008 = 41%
2016 = 65%

Council value for money



2008 = 30%
2016 = 50%

Residents agreeing with principles of The Deal

The Deal

83%

Figures taken from the 2015 Budget consultation

Allocated to the community

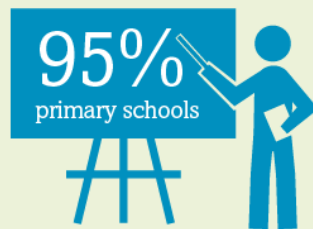


£9.0m
since 2013

Children services

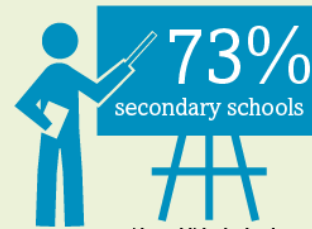
Ofsted
Good rating

Schools Good or Outstanding



with established school to school improvement model

Schools Good or Outstanding



with established school to school improvement model

Increased staff engagement

Best Council to work for



Smoking prevalence decreased from 20.6% to

17.7%



Increased from 2010

Healthy Life expectancy



Number of under 18 conceptions

fallen



Increase in physically active adults from 50.1% to

54.6%



**THROUGH THE DEAL,
WE AREN'T JUST
SAVING MONEY...**

**... WE ARE
CHANGING LIVES**



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Stuart Cowley
Director
Adult Social Care and Health
Wigan Council

Context:

A Familiar Picture?



- 2011/12 overspend of £6.9million
- A traditional service model - care management focus
- Lack of leadership and direction
- Accountability issues throughout the service
- Dis-engaged staff; multiple assessments; bureaucratic processes

Our response:

- Opportunity to do thing differently
- Wigan one of six to be awarded 'Creative Councils' funding to test new ideas about how public services are delivered
- A new relationship with residents and communities
- People at the Heart of Scholes' - integral to this thinking supported by NESTA and the LGA
- Work in Scholes - powerful impact and challenged the way we work with services users and the wider community
- Commitment to invest at scale



NESTA Making
Innovation
Flourish



Making it happen: it's simple but profound

- Having a **different conversation**
- **Knowing your community** better
- **Attitudes** and **behaviours** of staff
- **Co-location** of teams and **partner agencies** in a place
- Giving permission and **freedom to redesign** and **innovate**



Different conversations

- A blank mind - ethnography
- Conversation about what is important
- Considers the whole person, their life story, family, social networks, environment, health and wellbeing
- Move away from formal assessment and pre-conceived ideas
- Asset model – exploration of gifts and talents



Case study



**Jane aged 76 years old
severe back problems resulting in daily pain
and reduced ability in mobility**

Before :

- Jane felt isolated from the community
- Heavily reliant on her husband to the point where she felt like a burden to him.
- To have friends with similar interests to develop meaningful relationships.

After having a different conversation:

- Revealed a love of tapestry and sewing
- Three weekly sessions with Daisy Chain stitchers at community centre
- New friends with a shared interest in her passion of tapestry.
- Her husband had the chance to have respite and pursue his own interests.

The Savings

Original monthly cost:	£494
New monthly cost:	£0
Monthly saving:	£494

Connecting people to community driven solutions

- Know your community
- Community Book
- Market shaping
- New commissioning models
- New roles:
 - Community Knowledge Workers – knowing their patch
 - Volunteer community connectors
 - Community Link Workers within primary care



What is it?

- Community Book is an online asset based community matching tool

What it can it help with?

- Find activities in your local area
- Find out what support is available near you
- Promote your organisation
- Advertise events and activities
- Request volunteers
- Request equipment

www.communitybook.org



Be Positive

... take pride in all that you do

Be Accountable

... be responsible for making things better

Be Courageous

... be open to doing things differently

It's better together

- Getting workforce together through co-location
- Preventing people from being admitted to hospital by supporting them to live in their homes
- Applying asset based approach
- Shared resources, oxygen, milk, strengths and skills
- Re-designing of work in teams to make it easier to see improved outcomes for residents / patients



New ways of working...

- Giving the workforce permissions to be innovative, creative and work differently
- Allowing staff to do the right thing
- Encourage positive risk taking



10 essential components

1. **Strong Narrative** - a simple concept that everyone can understand but is profound in its implications
2. **A belief that this is a movement not a project** - rooting the approach in public service values: “it’s why I became a social worker”
3. **Leadership at every level** - commitment and senior sponsorship
4. **Workforce culture change** - training and core behaviours that define how we work, whatever the role
5. **A different relationship with residents and communities**
- building self reliance and independence

10 essential components

6. **Permissions to work differently** - leadership backing: 'we will support you'
7. **Redesigning the system** - testing our systems, processes, ways of working against our principles:
'do they make the culture and behaviours we want more or less likely?'
8. **Enabling staff with the right tools and knowledge**
- using new technology to support new ways of working and new roles
9. **A new model of commissioning and community investment** - market development and new arrangements for commissioning
10. **Supportive enabling functions** - breaking down barriers to progress and facilitating the change

Achievements from applying The Deal



Reducing demand for formal services.
8,818 people(13/14) to 7,782 (16/17)



Radical workforce redesign, value based recruitment and selection achieving unprecedented levels of staff satisfaction and positive feedback



£26m (equivalent to 40% in real terms) of efficiencies have been delivered since 2011/12



Reducing of permanent admissions into residential or nursing care - over 65s



Healthy life expectancy in the most deprived areas has increased by seven years



Ethical framework - asset based commissioning market focusing on quality and sustainable care



Over three quarters of people supported by our 'Outstanding' Reablement service require no further ongoing social care support



Community Book - innovative online community matching tool for diverse range of community based activities, co-designed with the community.

Our challenges



Financial:

Further savings of £12.5m to be delivered within Adult Social Care and Health by 2020. Increasing demand of £2.2m a year attributable to an ageing, complexity of need and rising population



Demographic shift by 2030:

67.56% increase in people with dementia

72.95% increase in people living in a care home, with or without nursing

103.3% increase in people aged over 85



Transition:

Improve the experience of transition for service users and families

Cultural challenge – asset based rather than deficit focused



Market frailty:

Care home reform and focus on quality. Pressures linked to market sustainability and national living wage; £13m estimated as required as result of the National Living Wage increase to £9 by April 2020

The Deal for Adult Social Care and Wellbeing

We're proud of the impact of the Deal. We have huge numbers of case studies showing improvements in people's lives, hard data showing large scale financial benefits and significant contribution to managing down demand.

The next stage of reform focuses on 4 key areas:

- **Consistency and quality** - this is what all customers experience, all of the time
- **Whole scale system change** - all of our systems, processes and pathways are optimised to deliver the deal rather than get in the way
- **Community connection** – all paid support enhances peoples connection to their communities
- **Carer support** - we increase our offer to carers

Summary and next steps

- We are proud of the results we are getting through applying the asset based approach
- Positive behaviour and attitude of staff a big feature of the successes
- Ensure the Deal continues to deliver the best experience and outcomes to our customers offering high quality solutions
- Working with GPs and local practices building on current 'strength based' and 'patient centred' approaches; focus on patient wellbeing and accessing local community assets
- Continue the development of Integrated Care Services (ICS) across the borough
- Continue to positively challenge and review all council and commissioned services
- Fully utilise opportunities through assistive technology and digital initiatives



Any questions?

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