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Council Excellence Overview and Scrutiny Committee

Date: Tuesday, 31 January 2012

Time: 6.00 pm

Venue: Committee Room 1 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST/PARTY WHIP

Members are asked to consider whether they have personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they are.

Members are reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they are subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

2. MINUTES (Pages 1 - 10)

To receive the minutes of the meeting held on 17 November 2011.

3. CORPORATE GOVERNANCE COMMITTEE - PROGRESS REPORT (Pages 11 - 24)

4. CORPORATE PLAN (Pages 25 - 54)

In accordance with Council minutes 77 and 78 (12 December, 2011), the Committee is requested to consider those parts of the Corporate Plan within its remit.

4A COUNCIL MOTION (Pages 55 – 56)

The attached motion was referred to all Overview and Scrutiny Committees by the Council at its meeting on 12 December 2011 (minute 76 refers) and is to be considered in connection with the Corporate Plan.

- 5. FINANCIAL MONITORING STATEMENT (Pages 57 62)
- 6. REVENUES INCOME AND BENEFITS (Pages 63 68)
- 7. PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2012/2013 (Pages 69 76)
- 8. SECURE DISPOSAL OF CONFIDENTIAL WASTE (Pages 77 80)
- 9. YOU CHOOSE CONSULTATION (Pages 81 90)
- 10. PROVISION FOR PAY 2010-2011 (Pages 91 92)
- 11. OFFICE RATIONALISATION UPDATE

To be circulated separately

12. DESTINATION EXCELLENCE

Verbal Update

13. FORWARD PLAN

The Forward Plan for the period February to May 2012 has now been published on the Council's intranet/website. Members are invited to review the Plan prior to the meeting in order for the Council Excellence Overview and Scrutiny Committee to consider, having regard to the work programme, whether scrutiny should take place of any items contained within the Plan and, if so, how it could be done within relevant timescales and resources.

14. REVIEW OF SCRUTINY WORK PROGRAMME (Pages 93 - 106)

- 15. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)
- 16. EXEMPT INFORMATION EXCLUSION OF MEMBERS OF THE PUBLIC

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED – That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A (as amended) to that Act. The public interest test has been applied and favours exclusion.

- 17. SECURE DISPOSAL OF CONFIDENTIAL WASTE TENDER REPORT (Pages 107 108)
- 18. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)



COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 17 November 2011

Present: Councillor P Gilchrist (Chair)

Councillors A Brighouse P Doughty

RL Abbey J Hale
J Keeley C Jones
D Dodd S Williams

<u>Deputies:</u> Councillors W Clements (In place of A Cox)

49 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST/PARTY WHIP

Members were asked to consider whether they had personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they were.

Members were reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they were subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

No such declarations were made.

50 **MINUTES**

Resolved – That the minutes of the meetings held on 15 and 27 September 2011 be approved.

51 EARLY VOLUNTARY RETIREMENT/VOLUNTARY SEVERANCE AND ORGANISATIONAL CHANGE

Further to minute 29 (15 September 2011), the Director of Law, HR and Asset Management presented a detailed outline of the number of posts which were vacated as a result of the Early Voluntary Retirement/Voluntary Severance (EVR/VS) exercise, together with detail in relation to the number of posts which had subsequently been re-filled. However, the figures reflected that the Council was still in the process of implementing various restructures and not all Departments had as yet completed their remodelling, the costs of which were, in the main, funded by a budget of £2m, subject to approval from the Strategic Change Board.

It had been necessary to retain a number of posts to ensure the continuation of service provision and he explained the use of bumps to facilitate the EVR/VS exercise. In view of the remodelling to be completed, a number of posts were still to be deleted and he indicated that of the posts that had been refilled to date, nearly all had been facilitated by bumps, or filled following Departmental restructures. However, he provided an explanation in relation to a number of Metro posts within the Children's and Young People Department that it had been necessary to fill with new employees.

In total, 104 new posts required to meet essential services changes had been created since the end of the EVR/VS exercise, the costs of which were funded by a £2m budget for re-provision/restructuring (see minute 65 post), although 23 were not linked to the EVR/VS exercise.

Resolved – That the report be noted.

52 MASTERS IN BUSINESS ADMINISTRATION (MBA) PROGRAMME

Further to minute 29 (15 September 2011), the Director of Law, HR and Asset Management provided information in relation to the MBA academic qualification programme, delivered by Chester University, which formed part of the Council's suite of learning and development opportunities for senior managers. The Council was committed to building capacity at all levels of the organisation and he commented that leadership development was essential to organisational success, to ensure the Council had the managers and leaders with the right skills, knowledge and ability to meet current and future requirements.

The full cost of the programme was £7,800 per person and he indicated that since its introduction in 2006, 57 people had completed the programme. An additional 9 people had completed two years at a cost of £5600 per place, having left the course for a variety of reasons.

In response to questions from Members, the Director indicated that course attendees were on a range of grades, typically above £45k and they had not been asked to make any financial contribution to the cost of the course. A Member commented that he was aware of employees on lower grades who had been required to upgrade an NVQ at their own expense, which was essential for them to remain in their posts. Furthermore, in the light of comments on leadership made by Anna Klonowski, Members questioned the value to the organisation of the MBA course. A view was also expressed that, having regard to the grade of the officers attending it, that they should be requested to make a financial contribution to it. In response to a further question in relation to the number of managers who had left the Council after having completed the course, the Director proposed to provide the information to Members direct

On a motion by the Councillor Gilchrist, seconded by Councillor Brighouse, it was -

Resolved -

- (1) That the report be noted and the officers be thanked for the information provided.
- (2) That a further more detailed report be presented at the earliest opportunity, upon the issue of senior officer training within the organisation, to include information as to how applications to attend the MBA course are assessed, in relation to the costs and benefits to the Council.

53 FINANCIAL MONITORING STATEMENT

The Deputy Chief Executive/Director of Finance provided a summary of the position of the revenue accounts and General Fund balances as at 30 September 2011, together with the latest update as at 31 October 2011. He set out the key issues contained within the Statement and reported upon the impact of Cabinet decisions

having budgetary implications, which had reduced balances by £2.7m. At this stage of the financial year departments were reporting pressures and he highlighted the volatile areas that had been identified within Adult Social Services, Children and Young People and in other departments. Chief Officers continued to explore options to reduce any potential overspend.

He reported that the projected level of balances at 1 April 2011 when setting the 2011/2012 Budget was £14.1m and of this £7.2m was allocated to fund 'one-off' options and the cost of the EVR/VS Scheme in 2011/2012 leaving a projected balance at 31 March 2012 of £6.9m. He commented upon the impact of the release of Connexions reserve monies and the Government decision to allow the Council to capitalise statutory redundancy costs (see minute 66 post) and indicated that the current predicted balances at 31 March 2012, based upon the latest projections were £9.6m. These would be reduced by any further budgetary allocations or if any pressures turned into overspends within the 2011/2012 financial year.

Resolved – That the Financial Monitoring Statement be noted.

54 **BUDGET PROJECTIONS 2012/2015**

The Deputy Chief Executive/Director of Finance reported upon the projected budgets for 2012-2015, which had been considered by the Cabinet at its meeting held on 3 November 2011 (minute 174 refers). The report set out the assumptions that underpinned the budget projections and provided detail on grant negotiations, other legislative issues, balances, agreed savings and relevant risks. The budget projections set out in an appendix to the Director's report represented the most likely outcome from a wide range of available options and indicated a shortfall of £22.6m in 2012/2013, £30.8m in 2013/2014 and £46.9m in 2014/2015. The Government was consulting on a number of options which would impact on the budget projections. The Director confirmed that he responded to all consultation to try to ensure the best outcome for Wirral.

Resolved – That the budget projections for 2012/2015 be noted and regularly reviewed.

55 **CAPITAL STRATEGY**

The Deputy Chief Executive/Director of Finance presented an annual update of the Capital Strategy, which was agreed by the Cabinet on 13 October 2011 (minute 146 refers). The purpose of the Strategy was to enable the Council to work together with partners and stakeholders to prioritise and effectively deliver capital investment that would contribute to the achievement of the Council's objectives. He commented that the Strategy was key to drawing together the capital requirements emerging from the Investment Strategy and service strategies. Bids for inclusion in the capital programme were prioritised against criteria taking account of the policies identified in the Corporate Plan.

Resolved – That the report be noted.

56 MEDIUM TERM FINANCIAL STRATEGY

The Deputy Chief Executive/Director of Finance presented the annual update of the Medium Term Financial Strategy agreed by the Cabinet on 13 October 2011 (minute 145 refers), the aim of which was to give a strategic overview highlighting the significant resource issues and principles as well as potential developments and

related issues to be considered in financial planning and informing future priorities. The Strategy had been refined to reflect recent information from the Government and the revised Corporate Plan agreed in March 2011. The Director highlighted the issues contained within the Strategy and commented that responses from the 'You Choose' budget simulator consultation package would also help inform future priorities and the delivery of services.

Resolved -

- (1) That the Medium Term Financial Strategy be noted.
- (2) That regular updates of the budget projections be reported to the Cabinet and to this Overview and Scrutiny Committee.

57 **REVENUES, INCOME AND BENEFITS**

The Director of Finance provided information on the position regarding Council Tax, National Non Domestic Rate, general debt and cash income collection and the payment of benefits. In response to comments from Members, the Director confirmed that that the collection of National Non-Domestic Rates for the period 1 April 2011 to 30 September 2011 was ahead of 2010/2011 as many large firms were paying on time or ahead of schedule. He also provided explanation of the reduced income collection performance in relation to various sources of cash income.

In response to particular concern expressed by Members that schools budgets were being adversely affected as a result of claims for free school meals not being maximised, the Director confirmed that a requirement of the national system was for claimants to complete an application. Officers had been liaising with schools to increase claims for free meals from all who were entitled to them.

Resolved – That the report be noted.

58 **PROCUREMENT STRATEGY**

The Deputy Chief Executive/Director of Finance provided an update on the Corporate Procurement Strategy, which had been agreed by the Cabinet on 2 June 2011 (minute 8 refers) and re-presented on 13 October 2011 (minute 156 refers) to align resource strategies. He commented that the Strategy was an enabler of the corporate efficiency targets agreed for 2011/2012, which were reflected in the 2011/2012 budget as –

- £2m from the annual procurement efficiency programme
- £0.5m from a review of the top 50 contracts
- £0.2m from a review of administrative support costs

In response to comments from Members in relation to shared services, the Director referred to ongoing consultation with other Councils in the Merseyside Region to promote the adoption of collaborative contracts which increased the potential for savings through aggregation. He proposed to circulate an update to Members direct on work undertaken within the City Region and agreed also to include an update with regard to a programme of training and workshops to improve Member awareness of procurement issues.

Resolved – That the Procurement Strategy be noted.

59 **CUSTOMER ACCESS STRATEGY**

The Deputy Chief Executive/Director of Finance submitted the Customer Access Strategy (CAS), which had been reviewed and updated and agreed by the Cabinet on 13 October 2011 (minute 159 refers). He reported that the Strategy retained the same focus of reducing service costs whilst improving customer experience and now also included reference to the programme of work to co-locate Libraries and One Stop Shops. Across the Council there was a clear need to find savings and he commented that the CAS was central to meeting that need.

He referred to the potential savings to be achieved, in terms of buildings and staff, by the alignment of complementary services. Libraries and One Stop Shops worked with a range of partners including Police, Health, the Department for Work and Pensions (DWP) and he commented that locating services together improved accessibility and offered opportunities for staff development. In response to a question in relation to consultation with regard to the evolving use of libraries and One Stop Shops, the Director confirmed that liaison would continue with Ward Councillors as building rationalisation continued. He indicated that Joint working with other organisations and agencies had resulted in a number of One Stop Shops being presently located within DWP sites and commented that Her Majesty's Revenue and Customs (HMRC) was now located within Birkenhead One Stop Shop, where a face to face service was offered.

Resolved -

- (1) That the updated Customer Access Strategy be noted.
- (2) That the officers be requested to prepare a standard procedure to ensure that Ward Councillors are updated in relation to changes in the use of libraries and One Stop Shops.

60 INTERNAL AUDIT REVIEW

Further to minute 116 (Cabinet – 22 September 2011) and in response to the findings of the AKA Report on Corporate Governance, the Deputy Chief Executive/Director of Finance presented an initial report which outlined areas of work that Internal Audit could include in the Annual Plan to strengthen further the corporate governance of the Council. The report had been considered by the Corporate Governance Committee on 26 October 2011 (minute 6 refers), who had agreed that external perspectives of the workload, organisation and structure of Internal Audit should be obtained, the objective being to ensure a fit for purpose Internal Audit service, both in terms of planned work and skills availability, and to ensure that the management of authority responded appropriately to recommendations.

The Director commented also that at its meeting on 16 November 2011 (minute 13 refers), the Corporate Governance Committee had agreed a number of Key Lines of Enquiry, one of which related to the Review of Internal Audit and identified a number of work areas beyond the current Audit Plan that should be included within the workload and structure of Internal Audit. Members welcomed measures that would strengthen the corporate governance of the Council, but expressed some concern that competing demands could impact on the key areas of work within the Audit Plan.

Resolved – That the report be noted.

61 **CORPORATE GOVERNANCE**

At the request of the Chair, the report of the Chief Executive in relation to Work Programme Progress and Associated Issues, considered by the Corporate Governance Cabinet Committee at its meeting on 16 November 2011, was presented for Members consideration. The report had been prepared in response to the findings of the AKA Report on Corporate Governance, in order for a work programme to be developed to address identified weaknesses in corporate governance. It presented Project Initiation Documents (PIDs) for prioritised areas from the programme previously considered; discussed issues around how external support was to be acquired; and presented an initial summary timeline for the programme. The report also included a number of other issues considered at the previous meeting, including a review of Legal and Committee Services; the creation of a Policy Unit; and the creation of specific budgetary provision.

The Chair also circulated a briefing note for Members' consideration, which included extracts from the Committee's Terms of Reference and from Anna Klonowski's presentation to Members on Corporate Governance. In response to a question from a Member as to how the Committee would be kept informed of the work of the Corporate Governance Committee, the Director of Law, HR and Asset Management indicated that agenda papers and minutes would be available in the normal manner and that he would present an update for Members' information.

Resolved -

- (1) That the report be noted.
- (2) That the Director of Law, HR and Asset Management be requested to present an update on the work of the Corporate Governance Committee to the next meeting of the Committee.

62 TREASURY MANAGEMENT - PERFORMANCE MONITORING

The Deputy Chief Executive/Director of Finance presented a review of Treasury Management activities during the second quarter of 2011/2012 and confirmed compliance with treasury limits and prudential indicators. The review had been prepared in accordance with the revised CIPFA Treasury Management Code and the revised Prudential Code. At its meeting on 3 November 2011 (minute 176 refers), the Cabinet had accepted the Review and agreed that the Treasury Management Strategy be revised to allow for the continued use of the Natwest Bank, for short term liquidity requirements (overnight and weekends) and business continuity arrangements, despite it no longer meeting the Council's minimum credit criteria.

Resolved – That the report be noted.

63 LOCAL GOVERNMENT RESOURCE REVIEW - BUSINESS RATES REFORM CONSULTATION RESPONSE

The Deputy Chief Executive/Director of Finance reported that the Local Government Resource Review was launched by the Government on 17 March 2011 and the central issue was the repatriation of business rates, whereby local councils kept their local business taxes with grant dependence scaled back except where it was needed to protect the interest of taxpayers. The intention was to set an initial baseline and local authorities whose business rates income was higher than the baseline would pay the difference to the Government by way of a tariff. Those whose income was

less than the baseline would receive the balance in the form of a top up. He commented that reports to the Cabinet on 14 April 2011 and 22 September 2011 outlined the basic proposals and he indicated that the latest consultation set out the proposed core components for a business rates retention system. In addition, it sets out how Tax Incremental Financing would operate within the system and further outlined how the proposals interacted with wider Government initiatives to promote growth, including the New Homes Bonus.

The Director provided a summary of a further eight technical papers, in addition to the core proposals, to which councils could respond and, which provided further details on the topics covered in the core consultation. He submitted a proposed response to the core consultation but not the technical aspects as they purely informed the overall response that had been agreed by the Cabinet on 13 October 2011 (minute 153 refers).

Resolved – That the response to the core consultation be noted.

64 LOCALISING SUPPORT FOR COUNCIL TAX IN ENGLAND - CONSULTATION

The Deputy Chief Executive/Director of Finance presented details of proposals for the replacement of Council Tax Benefit (CTB) which were set out in the Department for Communities and Local Government (DCLG) consultation paper 'Localising Support for Council Tax in England'. In general terms the proposals outlined an intention to give local authorities the power to introduce a scheme that would allow Councils to provide financial support to pay Council Tax using a new form of discount as opposed to having to apply centrally set rules. It was intended to achieve an overall saving of 10% of the current national CTB bill of £4.8 billion; simplify the current complex system of criteria and allowances; establish stronger incentives to local authorities to encourage local people back into work and protect pensioners and other vulnerable groups against any potential reduction in support.

The Director set out the key issues for local authorities and commented that the timescales were of significant concern, with only a 12 to 14 month period to develop a workable and financially viable scheme. He outlined a response to the consultation paper, which had been agreed by the Cabinet on 22 September 2011 (minute 118 refers). In response to a question from a Member in relation to the local authority sharing data collected by the Department for Work and Pensions (DWP), in order to determine the rebate, the Director indicated that the consultation paper cited that the DWP collected all the data that local authorities needed for new claims already. However, most local authorities, including Wirral, could demonstrate that this was not the case and such an assumption around such a key matter, which affected administration, was misleading and needed to be addressed in the legislation.

Resolved -

- (1) That the response to the consultation paper be noted.
- (2) That further progress reports be presented to future meetings of the Committee.

65 ALLOCATION OF RE-PROVISION/RESTRUCTURING COSTS

The Deputy Chief Executive/Director of Finance reported that of the Efficiency Investment Fund of £2m included within the Council Budget for 2011/2012, which was set aside to meet any re-provision and restructuring costs following the Early

Voluntary Retirement/Voluntary Severance (EVR/VS) Scheme, the Cabinet (minute 151 (13 October 2011) refers) had agreed the transfer of £1,802,000 to Departmental Budgets.

Resolved – That the variations to the approved budget be noted.

66 CAPITALISATION OF STATUTORY REDUNDANCY PAYMENTS

The Deputy Chief Executive/Director of Finance reported that, in recognising that the capitalisation of expenditure normally classified as revenue expenditure provided financial flexibility to Councils in managing one-off unexpected costs and thereby easing the pressure on Council Tax and on services, the Department for Communities and Local Government (DCLG) had given Wirral permission to treat statutory redundancy payments as capital spend, rather than revenue spend, in 2011/2012.

The Director commented that using the Direction to classify the statutory redundancy payment element of the EVR/VS Scheme as capital expenditure would release £3m of the previously identified provision for EVR/VS costs to the General Fund balance. The element related to Schools represented an unmet financial pressure in 2011/2012 the cost of which could now be met from the capital programme.

He commented that in making use of the permission, the Council needed to approve a variation in the Capital Programme for 2011/2012 and he reported that the Cabinet (minute 152 (13 October 2011) refers) had agreed –

- (a) That the DCLG be advised that Wirral will utilise the permission to treat as capital £4m of revenue expenditure in 2011/2012.
- (b) That the Capital Programme be increased for the Finance Department by £3m and for the Children & Young People Department by £1m and this be referred to Council.
- (c) That the release of £3m from the provision for the Early Voluntary Retirement / Voluntary Severance Scheme costs to balances be agreed.

Resolved – That the report be noted.

67 STRATEGIC CHANGE PROGRAMME UPDATE

Further to minute 32 (15 September 2011), the Deputy Chief Executive/Director of Finance presented an update on the Council's Strategic Change Programme, following the Strategic Change Programme Board (SCPB) meeting held on 18 October 2011. The Board had agreed that there was a need to review the Programme in the light of the Council's corporate governance issues and challenging budgetary position. He reported upon the removal of a number of projects and presented the current position of the programme for 2011/2012 and for 2012/2013 in appendices to his report.

The Change Programme had been identified as an area for review in the Comprehensive Work Programme to achieve improvements in corporate governance and the next step was to determine the role of the change programme going forward to deliver projects that would fundamentally alter the way in which Wirral operated as a Council within the financial context.

Resolved – That the progress and content of the Strategic Change Programme be noted.

68 BACK OFFICE EFFICIENCIES AND IMPROVEMENTS

Further to minute 35 (15 September 2011), the Deputy Chief Executive/Director of Finance provided details of the savings from back office services, which had been included within agreed budgets over the last three financial years and the benefits realised from the insurance Fund and Treasury Management activities. Although there was no specific definition of what constituted "back office" services they could be seen as money spent on the Council's administrative and support functions and over the last three years, financial savings had been achieved through —

- the Early Voluntary Retirement/Voluntary Severance (EVR/VS) Scheme
- reductions and restructurings in management and administration staff
- better use of technology and rationalisation of IT services
- enhanced procurement arrangements
- office rationalisation and reduced running costs

He set out the savings by department and service area and commented that although comparisons of the level of savings were complicated, back office efficiencies had contributed almost £8m towards a total departmental expenditure reduction of £23m between 2009/2010 and 2011/2012.

Resolved – That the report be noted.

69 OFFICE RATIONALISATION AND AGILE WORKING

Further to minute 33 (15 September 2011), the Director of Law, HR and Asset Management presented an update of progress with the office rationalisation project and agile working, which formed part of the Committee's work programme for 2011/2012.

The sale of Westminster House to Wirral Partnership Homes had been completed on 28 October 2011, with a capital receipt of £1.025m and he reported that detailed arrangements were now being made for the relocation of staff from The Old Courthouse building, with a view to its disposal. A series of other smaller staff moves was continuing and the Director indicated that the second phase of the rationalisation project had identified Liscard Municipal Offices and Bebington Town Hall and Annexe for vacation and closure. Discussions had started with affected services upon options for the relocation of staff and further updates would be presented in due course.

In response to specific questions that had been asked by Members, the Director provided an update in relation to agile working and suggested that a seminar for Members could be structured around IT issues to allow a better understanding of the potential benefits and limitations in this area.

Resolved -

- (1) That the report be noted.
- (2) That the Director of Law, HR and Asset Management be requested to liaise with group spokespersons to agree a date for a seminar on agile working.

70 2011/2012 SECOND QUARTER PERFORMANCE AND FINANCIAL REVIEW

The Deputy Chief Executive/Director of Finance provided Members with an overview of performance, resource and risk monitoring in relation to the Council's Corporate Plan for the period July to September 2011. For each element of the Plan, he set out what had worked well during the monitoring period and highlighted performance against indicators, resource implications and future challenges and risks. The projected general fund balance at 31 March 2012 was £7.3m and he provided also a summary of the capital programme, which had reduced by £12m since quarter 1, mainly as a result of the re-profiling of a number of CYP capital schemes with expenditure to take place in later years.

In response to comments from the Chair with regard to the presentation of information being shown as percentages without actual figures being provided, the Director agreed that future monitoring reports would include the information requested. It had however been included within the presentation to the Cabinet, which would be placed in the Council's web library.

Resolved – That the report be noted.

71 FORWARD PLAN

The Director of Law, HR and Asset Management reported that the Forward Plan for the period November 2011 to February 2012 had been published on the Council's intranet/website. Members had been invited to review the Plan prior to the meeting in order for the Council Excellence Overview and Scrutiny Committee to consider, having regard to its work programme, whether scrutiny should take place of any items contained within the Plan and, if so, how it could be done within relevant timescales and resources.

Resolved - That the Forward Plan be noted.

72 REVIEW OF SCRUTINY WORK PROGRAMME

The Committee considered its work programme and the Chair sought the views of Members as to whether any additional topics should be added to it. Views were expressed that the Committee should consider only those reports that it was required to, and those which had been requested as part of the agreed work programme.

Resolved -

- (1) That the Chair and spokespersons be requested to consider how best to ensure the work programme is succinct.
- (2) That the officers be requested to provide the Chair and spokespersons with an early indication of what reports they propose to present to the next meeting of the Committee.

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WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE 31 JANUARY 2012

SUBJECT:	CORPORATE GOVERNANCE COMMITTEE
	- PROGRESS REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	THE DIRECTOR OF LAW, HR AND ASSET
	MANAGEMENT
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER:	
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 At the request of the Chair, the Committee, at its meeting on 17 November 2011, had received a report of the Chief Executive in relation to Work Programme Progress and Associated Issues, which had been considered by the Corporate Governance Cabinet Committee at its meeting on 16 November 2011.
- 1.2 Following consideration of the report the Committee resolved:

'That

- (1) the report be noted; and
- (2) the Director of Law, HR and Asset Management be requested to present an update on the work of the Corporate Governance Committee to the next meeting of the Committee.'

2.0 RECOMMENDATIONS: That

- 2.1 the progress made by the Corporate Governance Committee to date in addressing the findings of the AKA Report on Corporate Governance be noted; and
- 2.2 the Director of Law, HR and Asset Management be requested to bring a further report on how the weaknesses in the Council's Corporate Governance identified in the AKA Report are being addressed to the next meeting of this Committee scheduled for 26 March 2012, so that this Committee can monitor how the Cabinet Committee is bringing about improvements.

3.0 REASON(S) FOR RECOMMENDATIONS

3.1 The reason for these recommendations is to ensure that this Committee continues to have an overview, for monitoring purposes, of the work being carried out in an attempt to strengthen the Council's Corporate Governance by developing and progressing the Corporate Governance work programme. The Committee needs this information to be assured that the weaknesses that have been highlighted in the AKA Report are being properly addressed.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Council must develop a comprehensive work programme to strengthen its Corporate Governance. A Corporate Governance Cabinet Committee has been established for this purpose.
- 4.2 The Corporate Governance Cabinet Committee's Terms of Reference are as follows:
- 4.3 'Assessing and reporting on the Council's current performance against seven Corporate Governance questions:
 - (1) How well are the authority's policies implemented in practice?
 - (2) How well are the authority values and ethical standards met?
 - (3) How well are laws and regulations complied with?
 - (4) How well are required processes adhered to?
 - (5) Are financial statements and other published information accurate and reliable?
 - (6) Are human, financial and other resources managed efficiently and effectively?
 - (7) Are high-quality services delivered efficiently and effectively?
 - Identifying and agreeing recommendations that will address existing shortfalls and/or deliver improvements required by Sector Self Regulation and Improvement and existing CIPFA guidance setting out what good governance looks like.
 - Agreeing, initiating and overseeing the individual work streams and coordinating the collective work programme required to deliver the Wirral MBC "Taking the Lead" initiative.

Agreeing and monitoring "delivery trajectories" for each work stream.

Making regular progress and performance reports to the Cabinet and Scrutiny functions.

Where necessary, seeking approval to make changes that impact positively on Corporate Governance and, if required, making recommendations to the appropriate governance body authorised to make such changes.

Reporting to the full Cabinet and/or full Council with feedback reports and/or recommendations as appropriate.'

5.0 PROGRESS MADE

The Corporate Governance Cabinet Committee has met three times and is scheduled to meet next on Wednesday, 18 January 2012. After that four further meetings are scheduled for 8 and 29 February 2012, 21 March 2012 and 11 April 2012. Progress being made is as detailed in the table of agenda items and Committee resolutions below:

Meeting on 20	6 October 2011
Agenda Items considered	Decisions made
Corporate Governance	That the Committee:
	(1) notes the Terms of Reference for the time-limited Committee (to 31 March 2012);
	(2) notes its Membership;
	(3) agrees to a schedule of meetings which ties in to the existing three-weekly Cabinet cycle to 31 March 2012 when it is anticipated that its role in relation to Corporate Governance will come to an end;
	(4) agrees the proposed whole- systems approach, including the establishment of a turnaround team together with the proposed comprehensive programme of activities;
	(5) notes that proposals for the review of Internal Audit are presented elsewhere on the Agenda as part of the comprehensive programme;
	(6) notes that proposals for the review of Legal and Committee Service Team are presented elsewhere on the Agenda as part of the comprehensive programme;
	(7) notes that proposals for the review of Performance Management are presented elsewhere on the Agenda as part of the comprehensive programme;
	(8) notes that proposals for the establishment of a dedicated Policy Unit are presented elsewhere on the Agenda as part of the comprehensive programme; and
	(9) agrees a review of all reports submitted by the Officers to any Committee of the Council within the last 3 months, from a Corporate

	Governance perspective, by the turnaround team to identify opportunities for improvement, this will be included as part of the comprehensive programme.
Corporate Governance – Comprehensive Work Programme	That (1) the work programme to achieve improvements in corporate governance be approved;
	(2) a detailed timeline identifying future meetings, key activities and milestones be developed to reflect decisions made at this Committee meeting;
	(3) the Chief Executive be requested to report to each meeting of the Committee on progress made against the programme and the timeline in delivering improvements in corporate governance;
	(4) as part of the work programme specific Member involvement be Identified at every stage;
	(5) in terms of specific budgetary provision, the Committee agrees, in principle, to providing support to deliver the work programme and requests that the Chief Executive reports to a future Committee meeting detailing how this can be achieved; and
	(6) authority be delegated to the Chief Executive, in consultation with the Leader, to establish a turnaround team of officers to work on strengthening the Council's corporate governance.
Review of Internal Audit	That (1) the additional areas of work that Internal Audit could conduct to strengthen further corporate governance be noted and the

Deputy Chief Executive/Director of Finance be requested to obtain external perspectives of the workload. organisation and structure of Internal Audit to identify possible improvements; (2) the Committee agrees that the objective of this work is: to provide a fit for purpose Internal Audit Service - both in terms of planned work and skills availability which management responds; thereby strengthening the corporate governance of the Council; and • consequently, enhancing service delivery; and (3) the Deputy Chief Executive / Director of Finance be requested to present a further report proposals flowing from this work to Committee's meeting scheduled for 7 December 2011. That Review of Legal and Committee Services (1) the Director of Law, HR and Asset Management be requested to bring a further report to the next meeting of the Committee detailing his future requirements as set out above: and (2) the Deputy Chief Executive / Director of Finance be requested to consider the options available for addressing the challenges facing Legal and Committee Services, including identifying any best practice of other local authorities who have gone through similar processes and report back to the Committee.

Performance Management	That
	(1) the content of the report be noted and performance management be considered holistically, along side the Council's wider performance issues and concerns and in the context of the Committee's work programme as a whole; and
	(2) the Director of Law, HR and Asset Management be requested to present a report to the next meeting informing of the preparatory work being undertaken, in the light of the discussions at this meeting, and setting out detailed proposals on how to move initial performance management and development training forward for the Committee's consideration.
Policy Unit	That
	(1) the Chief Executive be authorised to establish a Policy Unit through, in the first instance, secondment of existing staff;
	(2) the Chief Executive be authorised to appoint a Head of Policy Unit;
	(3) further discussions take place on the precise role of the Policy Unit and the ability to take into account perspectives from Departments across the Council; and
	(4) a further detailed report be presented to the Committee considering the role of the Policy Unit in enhancing corporate governance and how it can help all Council Departments with future planning.

Meeting on 16	November 2011
Agenda Items considered	Decisions made
Work Programme, Progress and	That
Associated Issues	
	(1) the ten prioritised Projection Initiation Documents be agreed with the following amendments:
	KLOE 1 - Alignment of Corporate Planning and Budget Making Process Lead Members: Councillor S Foulkes with Councillor J Green
	KLOE 2 - Review and Refresh Code of Corporate Governance Add to Objective "Ensure issues raised in the Annual Governance Statement are addressed within this process, and that this includes issues raised within previous Annual Governance statements and action taken to address them." Lead Member: Councillor S Foulkes
	KLOE 3 - Relationships between Devolved and Central Corporate Functions Add to Objective "That this should include appropriate representations from Trade Unions". Lead Member: Councillor AER Jones
	KLOE 4 - Review of Internal Audit Add to Objective "to which management and all members respond" Lead Member: Councillor J Crabtree, Chair of Audit and Risk Management Committee assisted by the two Political Group Spokespersons Other Member Involvement: Members of Audit and Risk Management Committee.

KLOE 5 - Review of Policy In the light of the need to keep a separate identity and function for the Policy Unit, and the fact that the Corporate Governance report alludes to the need for a separate identity, delete under Assumptions the statement "A Policy Unit would be an integral the Council's part Performance Management Framework. (Interdependency with KLOE 3).

Lead Member: Councillor P Davies

KLOE 6 - Review of Committee Services including a Review of Committee Reports over the last three months

Add to In Scope "the provision of independent and consistent advice and guidance to members"

Lead Member: Councillor A McLachlan

KLOE 7 - Review of Performance (Corporate)
Add in Link to HR Function as far as an appraisal process is concerned.

Lead Member: Councillor AR McArdle

KLOE 8 - Equalities

Under Objectives add: To ensure that the Council takes on concerns of Trade Unions and external stakeholders in recruitment, employment, service delivery and policy development perspectives.

Lead Member: Councillor AER Jones

KLOE 9 - Fees and Charges Add to In Scope: Scope does not include political decision making on the level of charges to be set.

Officer led work in first instance.

KLOE 10 - Member Capacity Lead Member: Councillor T Harney Member Involvement: Member Training Steering Group

- (2) the agreed Lead Members, Lead Officers and Managers for the ten KLOEs be as set out in Appendix A to the Minutes;
- (3) in the light of the need to move as quickly and expediently as possible this complete Corporate Governance review by April 2012, and in the light of the urgency of the situation as outlined in the highly critical independent report on the Council's Corporate Governance, this Committee also agrees the recommendations on procurement of External Support as outlined in Appendix B to the Minutes. The Committee is clear that this refers to advice related to this Committee and supporting improvements Corporate Governance only; and
- (4) the provisional timelines set out in Appendix 3 to the report be endorsed.

Oral Report regarding a letter dated 11 November 2011 addressed to the Chief Executive and Leader of the Council from Dr Gill Taylor, Principal Advisor to the Local Government Association (LGA) (which was circulated at the meeting.)

That

- the content of the LGA's letter setting out the detail of its offer to the Council to provide integrated support be noted;
- (2) the LGA's offer to provide integrated support be accepted; and
- (3) a funding application to assist the support to be provided by the LGA, be prepared and submitted to the North West Employers' Organisation.

Oral Report regarding the Corporate Governance Improvement Plan which listed two broad areas of activity:

- informal discussions with Members to capture areas of development and concern; and
- (b) development activities which enable Members to more robustly undertake their roles and responsibilities.

That

- (1) a letter be sent to all Members of the Council, signed by all three Political Group Leaders, asking for their co-operation with the Corporate Governance Development Needs Analysis, explaining what is happening, including the support which is being offered by the LGA;
- (2) at the same time as the letter at (1) above is despatched to Members an electronic version of the survey for Members to complete, will be circulated with background information, including the AKA presentation;
- (3) Members not wishing to respond to the survey electronically will be offered the option of telephoning an Officer to relay their answers to the set questions orally;
- (4) Members who do not respond, electronically or by telephone, to the survey, by a date to be agreed, will be contacted by an Officer as a reminder; and
- (5) the MTSG be thanked for its work on the Corporate Governance Development Needs Analysis.

Meeting on 7 I	December 2011
Agenda Items considered	Decisions made
Wirral Council's Members' Questionaire (which was circulated at	That
the meeting).	(1) the Members' questionnaire and accompanying letter be amended as detailed above, the three Political Group Leaders' electronic signatures be added to the bottom of the letter and they be despatched to Members without delay; and
	(2) the MTSG and the Organisational Development Manager, Melissa Holt be thanked for their contributions to the Members' questionnaire.
Improving the Council's Corporate Governance	That
Governance	(1) the Director of Law, HR and Asset Management be requested to provide each of the three Political Group Leaders with a copy of the draft Protocol — Promoting Good Governance in Wirral MBC and the Deputy Director be requested to provide them with a report on Action 2 and if there is a consensus of agreement the Protocol and recommendations in respect of Action 2, they be adopted, but if not, a special meeting of the Committee be convened to consider all of the issues raised in detail;
	 (2) the recommendations of the Improving Corporate Governance in Wirral MBC Report, as set out in Appendix A to the report, be agreed in principle, subject to the agreement of the draft Protocol at (2) above; (3) the project plans, as set out at Appendix B to the project plans.
	Appendix B to the report, be noted; and

	(4) the current Committee meeting schedule will remain in place for the time being but meetings will be cancelled if there is insufficient business to be transacted.
Performance Management – Delivering the Council's Vision and Values	That (1) the proposed Values and Behaviours, PERFORM, be reviewed in the context of the 2012/13 Corporate Plan and that the revised Vision and Values will clearly underpin the performance management framework; (2) the proposed performance improvement framework be reviewed to ensure that it fully reflects the revised values and behaviours and that Corporate Governance issues and improvements are embedded in the Corporate Planning process; (3) a programme of quarterly review and challenge of performance against Corporate and Departmental Plans be developed to ensure that progress in the achievement of outcomes is monitored and supported. (An outline of key actions is detailed in Appendix1 to the report.); and (4) the proposed organisational development process be reviewed to ensure that it supports the delivery of the outcomes reflected in the hierarchy of plans — Corporate, Departmental, Service and individual.

Meeting on 18 January 2012	
Agenda Items to be considered.	Decisions -
	At the time of going to print this meeting had not yet taken place. The Director of Law, HR and Asset Management will provide the Committee with an oral update on the Corporate Governance Cabinet Committee's proceedings.
Corporate Governance	
Comprehensive Work Programme	
Progress Report	
Review of Code of Corporate	
Governance	
AKA Supplemental Report and KLOE	
Matrix	
Members' Survey	

6.0 RELEVANT RISKS

6.1 Failure to improve the Council's Corporate Governance by addressing the weaknesses identified in the Corporate Governance Report will mean that the Council may be further criticised and suffer further reputational harm.

7.0 OTHER OPTIONS CONSIDERED

7.1 There are no other options to consider at this time. The Improvement Programme addresses the issues raised in the Corporate Governance Report.

8.0 CONSULTATION

- 8.1 Members have already been consulted on the options available to improve the Council's Corporate Governance. Opportunities for them to review progress by engaging with officers and citizens are included in the detailed work programme which Lead Officers are continuing to develop.
- 8.2 Where appropriate, external agencies, Councillors and officers from other Councils will be consulted and invited to share knowledge.

9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

9.1 Increasingly, the Council works with and through a range of organisations and partnerships in order to deliver services and enhance local prosperity. Partnerships are regarded as an essential part of the pattern of local government provision. Working in partnership can bring many benefits that the Council could not achieve by other means. However, partnership working brings governance challenges. A one-size-fits-all approach to governance is inappropriate. Governance arrangements must be proportionate to the risks involved. In future it is likely that the Council will be less concerned with direct service delivery and more with commissioning and regulation, influencing behaviour and supporting the local community. Community leadership may become the most important feature of local governance.

10.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 10.1 There will be a cost to the Council if external resources to implement the Improvement Programme are acquired.
- 10.2 **IT**: None identified at this stage.
- 10.3 **STAFFING:** Significant senior resources will be required to implement the programme.
- 10.4 **ASSETS:** None identified at this stage.

11.0 LEGAL IMPLICATIONS

11.1 Until the existing legislation is repealed, the Council could be subject to an external corporate governance inspection under Section 10 of the Local Government Act 1999.

12.0 EQUALITIES IMPLICATIONS

- 12.1 Equalities is an area of corporate governance weakness identified by AKA in the Corporate Governance Report.
- 12.2 Equality Impact Assessment (EIA)
 - (a) Is an EIA required?

No

(b) If 'yes', has one been completed?

13.0 CARBON REDUCTION IMPLICATIONS

13.1 None

14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 None

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REFERENCE MATERIAL

AKA Report on Corporate Governance.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	22 September 2011
Corporate Governance Committee	26 October 2011 16 November 2011 7 December 2011 18 January 2012

WIRRAL COUNCIL

CABINET

8TH DECEMBER 2011

SUBJECT:	CORPORATE PLAN 2012-13
WARD/S AFFECTED:	ALL
REPORT OF:	CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR STEVE FOULKES
KEY DECISION:	YES

1.0 EXECUTIVE SUMMARY

- 1.1 This report presents the Council's draft Corporate Plan for 2012-13 at Appendix 1.
- 1.2 The draft Corporate Plan reflects the needs of Wirral and priorities for local people. It also puts in place a clear commitment and actions to ensure that the Council's corporate governance failings are addressed through engaging the entire organisation in the challenge and opportunities this presents.
- 1.3 The Corporate Plan provides a clear framework for budget and departmental planning for 2012-13. The plan will directly inform the Council's budget for 2012-13 and departments will prepare individual business plans, which will set out in more detail how the actions in the Corporate Plan will be delivered.

2.0 RECOMMENDATION

2.1 It is recommended that Cabinet approves the draft Corporate Plan to be referred for adoption by full Council on the 12th December 2011 for implementation from the 1st April 2012.

3.0 REASON FOR RECOMMENDATION

3.1 On 17th March 2011, the Council agreed a three year Corporate Plan for 2011-14, with a focus on the activity that would be delivered during the current year (2011-12). In line with best practice, and to ensure that the changing needs and priorities of local people are addressed alongside the corporate governance challenges and opportunities faced by the Council, the Corporate Plan has been fully reviewed and refreshed to ensure that it is fit for purpose for 2012-13.

4.0 BACKGROUND AND KEY ISSUES

4.1 The draft Corporate Plan at Appendix 1 describes the challenges for the Council and how we will address these.

- 4.2 The draft Corporate Plan demonstrates how the Council will respond to a number of key drivers. These are:
 - The findings of the independent report considered by Cabinet on the 22nd September 2011 entitled 'Wirral Metropolitan Borough Council's Corporate Governance Arrangements: Refresh and Renew' and the subsequent development of a robust work programme and identification of key lines of enquiry to address these findings;
 - The recent consultation undertaken across Wirral to inform the development of Neighbourhood Plans for each of the Council's eleven Area Forum areas;
 - The development of a child and family poverty strategy for Wirral;
 - The Council's revitalised Investment Strategy;
 - The effective integration of the Public Health function and new leadership role for local authorities in health and wellbeing
- 4.3 Subject to approval by Cabinet and Council, the Corporate Plan at Appendix 1 will provide a clear framework for the Council's budget and departmental delivery plans for the period April 2012-13. The timetable for the production of departmental plans and the agreement of the Council's budget is set out in the appendix to the Comprehensive Work Programme report considered by Corporate Governance Committee on the 26th October 2011. Action is now being undertaken in line with this timetable to ensure that departmental plans and the Council's budget are in place by January 2012 and February 2012 respectively. The You Choose Consultation took place between 19 August 2011 and 30 November 2011 and is one element of the ongoing consultation process for setting the 2012/13 Budget. An overview of the process and a summary of the responses are the subject of a separate report on this agenda.
- 4.4 Prior to the commencement of the 2012-13 financial year, Cabinet is requested to note that the work being undertaken to review and improve the Council's arrangements for policy, corporate and business planning and performance management will impact on the way the Corporate Plan is monitored in 2012-13, for example in respect of the frequency and content of reports to Cabinet and/or Scrutiny Committees, and the way in which corporate and business planning will be delivered in future years. This work, and related recommendations, will be considered by Cabinet as appropriate and in line with the governance arrangements established in respect of the Corporate Governance Committee.

5.0 RELEVANT RISKS

5.1 The corporate risk register will be revised in line with the draft Corporate Plan for 2012-13 to ensure that any risks to delivering the Council's goals are understood and mitigating actions put in place as appropriate.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable

7.0 CONSULTATION

- 7.1 As indicated in 4.2, consultation with local people about their priorities for services has been undertaken through the recent consultation on Neighbourhood Plans. This process engaged individuals and organisations in all areas of Wirral.
- 7.2 The draft child and family poverty strategy which has informed the Corporate Plan is based on consultation with local stakeholders about the needs of children and families in Wirral.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 The draft Corporate Plan sets out actions in relation to working with voluntary, community and faith sector organisations to improve outcomes for local people.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 The Corporate Plan informs the Medium Term Financial Strategy and the Annual Budget which seek to allocate available resources to deliver the priorities as set out in the Plan. By 10 March each year the Council has to agree a Budget, and set Council Tax levels, for the following financial year.

10.0 LEGAL IMPLICATIONS

10.1 Legal implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

11.0 EQUALITIES IMPLICATIONS

- 11.1 An Equality Impact Assessment is attached as Appendix 2.
- 11.2 In developing individual business plans, departments will also be expected to address equalities implications as appropriate, including through undertaking Equality Impact Assessments in line with corporate requirements.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 Carbon reduction is a specific goal in the draft Corporate Plan. Any carbon reduction implications relating to other goals and actions will be addressed by departments as appropriate.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 Planning and community safety implications relating to the actions set out in the draft Corporate Plan will be addressed by departments as appropriate.

REPORT AUTHOR: Jim Wilkie

Chief Executive

APPENDICES

Appendix 1: Draft Corporate Plan 2012-2013 Appendix 2: Equality Impact Assessment

REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below

SUBJECT HISTORY (last 3 years)

Meeting	Date
Corporate Plan 2011-2014	Cabinet – 17 th March 2011
	Council – 18 th April 2011
Independent Review	Cabinet – 22 nd September 2011
Child Poverty Strategy and Action Plan –	Cabinet – 13 th October 2011
Progress Report	
Neighbourhood Plans and Area Forum	Cabinet – 24 th November 2011
Funding	

FOREWORD FROM THE LEADER OF THE COUNCIL

This Corporate Plan is about a journey we are all taking together – Councillors, Officers, Council Staff and the people of Wirral. Travelling with us are our partners from public, private and voluntary sector organisations.

Our destination is a Wirral that is healthy and prosperous with a sense of well being that permeates all levels of our society.

It sounds simple but conditions for the journey are not good at the moment. We are in the middle of a Global and European financial crisis. Money is in very short supply and resources for the Council will be very limited for the foreseeable future. Individuals are feeling the pinch too, with pay increases restricted, jobs in short supply and prospects for the future very uncertain.

You might think this was the time to get our heads down, retreat into ourselves and try to weather the storm quietly. Think again.

The ground breaking Education Act which provided free secondary education for all was passed in 1944 at a time of great financial hardship for the Nation. Four years later, in a period of post war austerity, the National Health Service was created, providing free health care for all. Great changes are not just about money. They are about dreams and aspirations and a fierce collective determination to make things work, whatever obstacles may be thrown in the way.

We've come a long way since that post war period, but we haven't come far enough. Over 60 years later, if you live in one of Wirral's poorest areas the statistics show that you are likely to die (ten years) earlier than your counterpart in one of Wirral's wealthiest areas. That has to change. That mortality gap should not be tolerated in a civilised society.

We have a unique opportunity to make that change. The Public Health role is moving from the Health Service to Local Authorities which will allow us to work very closely together, using all our joint facilities and infrastructure, to tackle some of the most challenging problems which mean that gap stubbornly resists any attempt to narrow it.

All the evidence shows that poverty is one of the key factors in physical and mental ill health. Poor quality housing, poor job prospects, unemployment, low levels of education, low aspirations, failing family relationships, poor parenting, poor nutrition, fuel poverty, anti social behaviour, all play their part in creating the conditions which take away any sense of well being and allow ill health to flourish.

As a Council we have traditionally reacted to problems when they became apparent. But we've all heard the saying "Prevention is better than Cure". Well, that's the journey we are setting out on now, and which we are ideally placed to undertake. Identify the causes of problems and tackle them before it's too late. Before the consequences show themselves. Before it costs a great deal more money to put things right.

But this is something we all have to agree on. Preventing things happening is usually not visible. If we are successful, and there are no problems to point at, people may well

ask what we are spending the council tax payer's money on. If we change our priorities to release more money into early detection and prevention activities, there may be other areas that have to manage on less than before, which won't be popular.

We will need to be absolutely clear what we are doing, and why, and we will need real, hard evidence to back up what we are doing. No more decisions based just on anecdotes! If we don't have the evidence, then we will need to set up pilot schemes which can be properly analysed and evaluated first, before we move into a larger arena.

This does not apply only to new initiatives. We have been criticised by the District Auditor for taking decisions to let contracts without having sufficient detailed information and costings in place about our own activities to allow us to prove that an external contract will provide better value for money. From now on we will make sure that the right information is collected and evaluated on all the Council services so we truly demonstrate we are providing value for money for the Council Tax Payer. At a time when resources are limited this is more important than ever.

This brings me to the final element of our journey. We know where we are headed. We know the route map we are using to get to our destination. But we also need to know how to travel that route safely and cost effectively.

It's like driving a car. If you ignore the highway code, crash the gears, stall the engine at stop lights, forget to signal, take short cuts which turn into long cuts, u-turn illegally when you're lost, you may still reach your destination - eventually. But you may well have had several accidents along the way. You are likely to be stressed and exhausted. Your passengers will have had a very uncomfortable ride, and the costs of your journey will have escalated because of your bad driving.

Well right now everyone involved in driving Council activities forward is being put through the equivalent of an advanced driving course. The formal name is a Corporate Governance Review. The aim is to make sure that the basic rules and procedures which govern the way the Council runs, (a kind of Local Authority Highway Code), are brought up to date, and are understood and followed by everyone. That bad habits which have become standard over a period of time are eradicated and replaced with good habits, and that the whole process eventually becomes as automatic to staff and councillors as changing gears becomes to an experienced driver.

It's not newsworthy. It's not particularly exciting. It's a lot of hard graft without any instant rewards. But it is very, very necessary. This way we travel safely. We make sure taxpayers get real value for their money. We make sure services are delivered fairly and consistently, and we avoid unnecessary disasters. And we reach our destination more quickly.

Welcome to our journey to a healthy and prosperous Wirral, where the well being of every resident matters.

CIIr Steve Foulkes

Leader of the Council.

The Destination

Our Vision for Wirral.

A Healthy and Prosperous Wirral where a sense of well being permeates every level of society and where the place you live and the amount you earn no longer effects how long you live.

- A thriving society, with plentiful employment opportunities, and high levels of skills in the local workforce.
- A learning society with excellent nursery or pre-school facilities, excellent schools and excellent colleges for young people or older adults who want to retrain or improve their qualifications.
- A caring society that protects vulnerable people
- A decently housed society where warm, well insulated and affordable housing is readily available.
- A stress free society where no one lives in fear because of criminal activities, or anti-social behaviour, or excessive noise or threatening neighbours.
- A clean society with a rubbish and graffiti free environment and responsible dog owners.
- A relaxed society with plenty of opportunities for leisure and fitness activities.
- A greener society that works to reduce carbon emissions and protect the environment.
- A conservation minded society that respects its heritage and works together to protect everything that is best about Wirral, including our unique countryside, open spaces and coast line.

The Journey

The route map we need to follow.

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will listen to what local residents and communities tell us are the priorities to improve their neighbourhoods and we will respond by providing services that meet their needs and aspirations.
- We will continue to tackle anti-social behaviour and work with all our partners to reduce crime
- We will ensure that effective safeguarding procedures are in place to protect vulnerable adults and children.
- We will work with our partners to reduce the numbers of children and young people living in poverty and support them and their families to build the foundations for prosperous, healthy and happy lives.
- We will respond quickly and effectively to local circumstances and needs and any potential impact of welfare reform.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on well researched evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- We will work to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.

Travelling Safely

Changing the way we do things. (Improving Corporate Governance).

- We will make sure that this Corporate Plan informs Service Development Plans and is reflected in the budget process.
- We will review and redraft the Council's Code of Corporate Governance
- We will make sure there is a clear understanding of roles and responsibilities between the centre of the organisation and individual departments.
- We will review the Council's Internal Audit Service and make sure any warnings they issue are acted on immediately.
- We will set up a Council Policy Unit to act as a think tank for the organisation, to link together new and established initiatives, to advise on best practice elsewhere and to give advance warning of the impact of any new legislation or policies.
- We will review the way information and advice is given to councillors, and the way in which reports are written, in order to create a democracy which is as open and transparent as possible.
- We will radically improve Corporate Performance Management so the cost of a Service, the way the Service is delivered, and the achievements of the Service are linked together so we can see exactly what the result is of any investment of Council Tax payer money. We will use this information to hold councillors and officers to account for the success or failure of service delivery and we will undertake effective staff training to help us change the culture of the organisation to one that is open, transparent and focussed on positive change.
- We will ensure that the Council meets best practice in respect of equalities and diversity legislation, in all areas of activity including policy development, service delivery, community needs and recruitment.
- We will create a fairer system by implementing a comprehensive schedule of fees and charges for all appropriate Council services in line with the law, the Council's Constitution, accepted best practice and the Council's objectives and we will review that schedule annually.
- We will make sure that anyone elected as a Councillor, on the back benches or in the Cabinet, receives the proper help and training to allow them to carry out their roles and responsibilities effectively, to question and challenge, and be questioned and challenged themselves where necessary. We will ensure that any democratic structures reflect the best possible way of carrying out Council business in the interests of the Council Tax Payers.

Our Values

We will put the interests of all the people of Wirral above other considerations.

Elected members and staff will behave with honesty and integrity at all times.

We will practice openness and transparency and remain focussed on positive change.

We will welcome suggestions on how the Council can improve and positively encourage members, staff and the public to tell us when we have got something wrong.

We will be a "learning" organisation, where good practice is captured and rolled out across the Council, and where we actively seek ideas from other local authorities and external agencies.

We will make sure our decisions are based on clear evidence.

We will welcome public involvement in the work of the Council and we will carry out effective consultation, where appropriate, with the public and key stakeholders.

We will make sure that Council services fairly and transparently take into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral's communities.

We aim to be excellent in everything we do.

Health and Wellbeing

In following our route map:

- We will focus on the new Public Health role given to Local Authorities.
- We will seek in everything we do to recognise the way in which Council activities can have a direct impact on the Health and Well Being of Wirral residents.
- We will work in partnership to develop clear priorities and joined up services for improving the health and wellbeing of Wirral residents.
- We will improve the health and wellbeing of children and young people and maintain a clear focus on tackling health inequalities that exist within Wirral. This is a priority area in our child and family poverty strategy to ensure that we increase the impact of our activities in partnership with others.
- We will make sure services are in place to help keep older people fitter for longer and that the value and contribution they can make to society is properly recognised and respected.

Child Poverty

In following our route map:

- We will work with our partners to reduce the numbers of children and young people living in poverty and support them to build the foundations for prosperous, healthy and happy lives.
- We will work actively to initiate and support early detection and prevention programmes for children and adults which seek to tackle potential problems before they develop.
- We will make sure those programmes are based on solid evidence which can be analysed and evaluated in order to ensure the very best return in outcomes for any resources invested.
- Where evidence is not readily available, we will seek to run pilot programmes where outcomes can be properly assessed and used as guidance for future programmes.
- In developing approaches to early detection and prevention, we will build on existing activity such as Wirral's involvement in developing Community Budgets around the needs of families with multiple problems.
- We have placed child poverty as a central theme of this Corporate Plan; we will ensure that Council services are developed in line with the needs of children and families in poverty.

- The Council will also lead co-ordinated action to work with partners and local communities to improve the lives of children and families living in poverty and add value to existing services and activity.
- We will improve information sharing amongst partners about best practice, and 'what works' in identifying and addressing issues of poverty.
- We will take co-ordinated action with partners to engage more children and families experiencing issues of poverty

Neighbourhood Plans

In following our route map:

- We will listen to what local residents and communities across the borough, from the poorest to the wealthiest areas, tell us are the priorities to improve their neighbourhoods. We will respond by providing services that meet their needs and aspirations.
- We have recently completed a major consultation exercise with Wirral's communities to listen to what local people like about their neighbourhoods, and what they would like to see improved. We will use this consultation to help shape our neighbourhoods and the services they receive and we will continue to listen to local people's views as we do this.
- We will help each area to use the devolved funds available to improve and shape where they live.
- Local people overwhelmingly told us that they have pride in their community and that neighbourhoods in Wirral have strong senses of identity and community spirit. We will work to build on this positive asset to strengthen our neighbourhoods and engage local people to help make a real difference to where they live.

Investment Strategy

In following our route map:

- We will pay particular attention to Wirral's revitalised Investment Strategy which aims to build a strong, vibrant economy, through increasing the competitiveness of our people, places and businesses.
- We aim to have a borough with high levels of employment and investment, where businesses flourish, and all residents have the skills and opportunities to work. We will place a clear focus on increasing the number of jobs and employment opportunities for Wirral residents alongside our efforts to ensure longer-term prosperity through our Investment Strategy.

- We will seek to address the high levels of economic inactivity in disadvantaged groups and in the most deprived parts of Wirral through improving access to employment and skills, and tackling barriers to work. We will ensure that our young people are engaged in education, training and employment and are developing the skills they need for the future.
- We will make Wirral one of the most business friendly Councils in the country and a leading, vibrant global location for businesses and visitors. The delivery of our Investment Strategy is supported by a clear investment package and brand, including support for Wirral's tourism and visitor economy and a strong focus on international investment marketing.
- The Wirral Waters investment opportunity is now being promoted on an international basis. The Wirral Waters site has been designated as an Enterprise Zone, which will assist businesses through tax incentives, superfast broadband, improved infrastructure and simplified planning rules. We will also work hard to maximise the opportunities presented by the proposals to develop an International Trade Centre on the Wirral Waters site.

Your ECONOMY

- We will seek to raise the income of Wirral people by doing everything possible to build a strong and vibrant economy with high levels of employment and opportunities for Wirral residents to improve their skills and find work. We will focus on making sure our young people can achieve their full potential in education and in the workplace.
- As the global recession has impacted on Wirral's economy, the Council has maintained a focus on supporting businesses and individuals during difficult economic conditions. We will make Wirral Council one of the most business friendly and supportive Councils in the country and develop the role of social enterprises in Wirral's economy.
- If we are to deliver a better future for Wirral and eliminate poverty, we need to improve access to employment and skills and tackle barriers to work for our most disadvantaged communities. We will work with partners and local communities to identify innovative ways of achieving this.
- We will position Wirral as a leading, vibrant global location for businesses and visitors. We will continue to support international trade links and develop our relationships with the private sector, to maximise inward investment and enable Wirral businesses to access new markets, sectors and opportunities. We will support Wirral's tourism and visitor economy and a strong focus on international investment marketing.
- We will work hard to deliver all of the opportunities presented by the Wirral Waters development.
- We will support the creation and growth of small and medium sized businesses.

Your ECONOMY			
Our goals for the next three years are to	This year, we will focus on		
Improve access to employment and skills and tackle barriers to	Increasing the number of jobs and employment opportunities for Wirral residents		
work	Ensuring that new investment, economic and business growth is linked to tackling worklessness		
	Tackling barriers to work and low skills in parts of Wirral and within disadvantaged groups, working with partners to ensure that pathways for skills and employment provide the best route out of poverty for local people and families		
	Ensuring that our young people have excellent skills and opportunities into employment, including through Wirral's Apprenticeship programme		

	Ensuring that young people not in education, employment and training are effectively supported to access the opportunities available Working with our partners to provide sustainable transport opportunities to access centres of employment.
Position Wirral as a leading, vibrant global location for businesses and visitors	Promoting and expanding our portfolio of high quality opportunity employment sites through the facilitation of priority projects Supporting the start up and development of key sectors by facilitating investment into specific key projects such as the
	infrastructure for renewable energy opportunities. Continuing to improve our relationships with the private sector to increase levels of inward investment and increase jobs
	Developing and implementing the Wirral Waters Enterprise Zone to support the Wirral Waters proposals
	Market Wirral as a business and visitor location through supporting Wirral's Tourism Business Network and delivery of successful visitor attractions including the 2012 Women's Golf Open
Make Wirral Council one of the most business friendly and supportive Councils in the country	Maximising available resources by co-ordinating all business support services through Invest Wirral Supporting the development of successful businesses, particularly those in key growth sectors
	Enabling an increasing role for social enterprises in Wirral's economy
	Adopting a more targeted approach to promoting Wirral as an investment location on an international stage and supporting Wirral businesses to access new markets and opportunities

YOUR FAMILY: CHILDREN AND YOUNG PEOPLE

- Reducing child poverty is a priority for the Council and we are clear about what
 we will do to achieve this. We will have a strong foundation to achieve this on
 the basis of the excellent Children's Services we provide and history of strong
 partnership working in Wirral.
- We will continue to work with our partners to protect children and young people from harm and improve the lives of the children and young people already in our care.
- We promise to deliver Children's Services that give all children the best possible start in life. As we are clear from our commitment to work actively to initiate and support early detection and prevention programmes, we will provide early intervention and support for vulnerable children and families through projects and activities with a focus on identifying problems early and stopping them developing.
- We will ensure that the services provided through our Sure Start and Children's Centres deliver effective support based on the needs of our local residents and communities.
- We will pay particular attention to early intervention measures, including the need to make sure youngster are school ready and that outreach work and the multi agency approach contained in the Roots and Wings programme are used to make contact with hard to reach families.
- The attainment of children who are affected by poverty and disadvantage is an
 area of focus for the Council and its partners. We will therefore focus on
 ensuring that these children and young people have the additional support they
 need to improve their attainment and achieve their full potential and that 16-18
 year olds not in employment, education of training can access opportunities
- Local people have told us that activities for children and young people in their area are an important priority for them. We will ensure that children and young people have access to a range of activities.
- We will continue to engage with our children and young people through forums such as the Youth Parliament and the Children in Care Council to ensure that the views of children and young people are central to the design of the services we provide.
- Our success in designing services to divert vulnerable young people from crime and anti-social behaviour has received external recognition. We will continue to work in partnership to promote an integrated approach to supporting young people.

Your FAMILY: CHILDREN A	AND YOUNG PEOPLE		
Our goals for the next three years are to	This year, we will focus on		
Protect children and	Safeguarding children and young people in need of protection		
young people from harm and improve the lives of the children and young people already in our	Ensuring that children in care and care leavers have appropriate support which best meets their needs		
care	Commencing the delivery of Munro reforms to ensure that systems are centred on the needs of children and young people		
Support schools and other settings to improve educational provision and attainment, maintaining a clear focus	Implementing and evaluating the new School Improvement Strategy; ensuring we meet our statutory duties and meet the needs of schools, including Academies, through effective traded services		
on outcomes for those children and young people affected by	Improving educational outcomes for children and young people affected by poverty and disadvantage		
poverty and disadvantage	Improving the educational attainment of children in care		
	Improving provision, choice and outcomes for children and young people with Special Educational Needs and/or disabilities		
	Reviewing the provision of behaviour support and reducing school exclusion		
Provide early intervention and support for vulnerable children and families	Commissioning effective support and intervention services, for example Sure Start, improving outcomes for vulnerable children and families through parenting programmes, children and young people with disabilities and tackling harmful behaviour in children, young people and families		
	Implementing the national Children's Centre payment by results research pilot to further improve the quality of targeted provision		
	Ensuring every child is school ready		
	Further developing effective partnership working to deliver joined up services for vulnerable families with complex needs through the delivery of the Community Budget pilot		
Ensure children and young people have opportunities to	Providing children and young people with access to a range of appropriate developmental activities which meet their needs and encourage take up by making activities easily accessible		

participate in activities which will help them achieve their potential	Providing opportunities for children and young people to be actively engaged in community and democratic decision making processes Ensuring that all young people aged 16-18 particularly those in vulnerable groups are effectively supported to access the education, employment and training opportunities available and, as part of this, implement the strategy for raising the participation age to 18 by 2015		
Improve the health and wellbeing of children and young people, maintaining a clear focus on tackling health inequalities	Effectively implementing the Child Health Strategy and so reducing inequalities in the physical and mental health of children and young people Encouraging and supporting all children and families to achieve and maintain a healthy weight and lifestyle		

YOUR FAMILY: ADULTS

- We will safeguard vulnerable adults in Wirral and seek to protect them from harm through working in partnership to ensure that our arrangements and policies for protecting are robust.
- The way the Council delivers social care services is changing. Wirral is now amongst the best in the country for the numbers of eligible people using Personal Budgets, which give adults more choice about the support they receive.
- We will build on these improvements to ensure that local people receive excellent standards of support and care and are protected and feel safe.
- We will listen to people who use services, their carers and communities, to enhance the quality of life of the people of Wirral who have care and support needs. We will work with our local communities to ensure that people can access services that meet their needs locally, and have greater choice and flexibility in the packages of support and care available to them.
- In circumstances where people develop care needs, we will work effectively with our partners to provide them with appropriate support to help them recover and regain their independence as quickly as possible.
- We will make sure that the services we commission from other organisations are high quality, cost effective and meet the needs of local people.
- We will place a specific focus on ensuring that when children with disabilities move into adulthood, they receive quality information, advice and support services to make sure this transition is seamless.

Your FAMILY: ADULTS				
Our goals for the next three years are to	This year, we will focus on			
Enhance the quality of life of the people of Wirral who have care and support needs	Transforming in-house day services through engagement with local communities, residents and carers Providing integrated, high quality services in local settings Ensuring that people can manage their own support as much as they wish so that they are in control of what, how and when support is delivered to match their needs Provide support for people with learning disabilities and mental health needs to access training and employment opportunities			

Delay and reduce the need for care and support					
Ensure that the people of Wirral who use services have a positive experience of care and support	Ensuring that children with disabilities are effectively supported with the transition into adulthood Providing universally accessible information and support to people and their carers so that they are able to make choices about the care that they need to remain independent Ensuring that people who use social care and their carers are involved in the planning and evaluation of services, and are satisfied with their experience of care and support services				
Safeguard people in Wirral whose circumstances make them vulnerable and protect them from avoidable harm	Ensuring that there are robust arrangements and procedures in place and followed in order that vulnerable people are kept safe and protected Ensuring that the provision of support and care in the independent sector is of the highest possible quality				

YOUR NEIGHBOURHOOD

- In line with the results of the Neighbourhood Plans, we will continue to use devolved funding to allow each area to meet the specific needs of their own communities.
- We will continue to tackle anti-social behaviour and work with the police and other partners to reduce crime. Local people told us that feeling safe in their neighbourhood is an important priority.
- We will work with partners to improve the condition of Wirral's housing stock and improve the energy efficiency to reduce levels of fuel poverty.
- Reducing Wirral's carbon footprint is an important priority for us and we work in partnership with local residents, partners and the private sector to address this.
- We have made impressive year on year progress to improve the amount of waste recycled in Wirral. Forty per cent of all household waste is now recycled and we will continue to build on this success, improving our recycling rates and reducing waste being sent to landfill sites.
- Local residents in all parts of Wirral have told us that having streets that are clean and tidy is an important priority to them. We will ensure that we deliver a reliable street cleansing service in all parts of the borough and use feedback from local residents to help us maintain standards. Wherever possible we will trace and prosecute flytippers
- Local people also want us to focus on having safe and well maintained roads. We have seen reductions in accidents on some of Wirral's busiest roads and we will continue to make Wirral's roads safer and target our resources effectively and in line with what local people have told us about their areas.
- Wirral's parks and countryside are very important to local communities and we will secure their future by improving how they are managed. We will also create even more opportunities for people to get involved and benefit from using these well-loved facilities in the areas in which they live and elsewhere in the borough. We will also encourage greater use of our high, quality and value for money leisure and cultural facilities in Wirral.
- We will respond effectively to the impact of welfare reform on the availability of and access to housing, including close partnership working with landlords in the borough.
- We will support those who are experiencing or who are at risk of homelessness and we will continue to work hard to improve access to advice and information about the housing options that local people have.
- The Council recognises that vulnerable people, including some of our children and young people, have additional housing needs and we will review the services we deliver to ensure that support is effective and targeted appropriately.

Your NEIGHBOURHOOD				
Our goals for the next three years are to	This year, we will focus on			
Reduce anti-social behaviour and ensure that people feel safe in their neighbourhoods	Working in partnership to ensure that preventative measures to reduce anti-social behaviour are in place and that there is a quick response when incidents occur Engaging with the community to ensure that Community Safety interventions are effective			
Reduce Wirral's carbon footprint	Delivering the Council's carbon budget Working with local residents, partners and the private sector to improve energy efficiency			
Minimise waste by encouraging waste reduction and recycling	Educating and raising awareness to reduce the amount of household waste being sent to landfill and improving recycling rates			
Have high standards of environmental quality in all of Wirral's neighbourhoods	Delivering a reliable street cleansing service to keep Wirral's streets clean and tidy			
Have a safe and well- maintained highway network for all users	Maintaining and improving Wirral's roads through a programme of highway maintenance and road safety improvements			
Provide and maintain high quality parks and countryside in partnership with local communities	Delivering an improved in-house parks and countryside service that is value for money Working with local communities to maximise the use and benefits of Wirral's neighbourhood parks and open spaces			
Provide high quality, value for money leisure and cultural facilities for Wirral residents	Promoting the leisure opportunities available within Wirral to impact positively on health and well being			

Prevent and alleviate homelessness	Providing a range of interventions to assist people who are at risk of homelessness Ensuring a co-ordinated partnership approach in response to welfare reform, including providing benefits advice Improving access to privately rented accommodation			
Support for people, including those who are vulnerable, to access suitable housing options	Reviewing housing services for vulnerable people in order to deliver efficiencies and improved outcomes Developing a plan to address the housing needs of vulnerable children and young people, incorporating the review of housing services for at risk young people and young people in care			
Provide high quality and affordable homes and make the best use of the existing housing stock	Responding to housing market failure and restructuring housing market with partner organisations Exploring alternative funding and delivery mechanisms to provide high quality new and affordable homes Improving housing standards in the existing stock to make a positive impact on people's health and wellbeing Bringing empty properties back into use Developing partnership working with landlords to respond to the impact of welfare reform			

YOUR COUNCIL

- We will complete the actions under the Corporate Governance Review, (outlined above under Travelling Safely.)
- We will subject the Council to an external peer review in the summer of 2012 in order to assess how effective those actions have been.
- We will make sure that we know what outcomes are being delivered for the level of investment in resources used, both within the Council and in the commissioning of external services.
- We will make sure that we collect and evaluate the appropriate information in order to allow sound judgements to be made on whether or not we are delivering Value for Money in house, and whether or not any planned external contracts would provide better Value for Money or not.
- In taking key decisions, or planning new initiatives, we will move away from the
 use of anecdotal based evidence to the use of well researched factual evidence
 which can be clearly used to demonstrate the benefits of a planned course of
 action.
- We will make sure that the democratic structures in place reflect the most effective way of delivering sound services.
- We will be a skilled, committed and flexible workforce that is willing to go the extra mile for our local residents.
- We will take into account the needs of all Wirral residents and communities and meet our statutory duties in relation to equalities.

Your COUNCIL							
Our goals for the next three years are to	This year, we will focus on						
Ensure Wirral Council's Corporate Governance arrangements are robust, transparent and effective	Ensuring members and officers continue to work together to build on the foundations put in place by the Corporate Governance Review						
	Ensuring that the Council's policies and practices are fit for purpose, consistently applied and transparently used by everyone						
	Implementing outcomes of peer review taking place in Summer 2012						

Improve the efficiency and value for money of Council services	Improving the delivery of services within available resources Ensuring the information provided for all service delivery decisions includes value for money considerations					
Ensure we have a well led, skilled, committed and flexible workforce working to deliver excellent services to Wirral's communities	Ensuring Council staff are engaged and supported through cultural change Ensuring Council staff have the skills, training and capacity to deliver the Council's priorities and policies Ensuring the effective integration of the public health workforce and function into the Council Embedding our approach to equalities to ensure the Council fully meets its statutory duties relating to employees					
Ensure that Council services fairly and transparently takes into account the needs of vulnerable and marginalised groups when changes are made and that the Council is responsive to the diversity of Wirral's communities	Developing, consulting on and implementing the Council's Equality Scheme Ensuring that the Council publishes and uses information relating to customers who share protected characteristics to shape services.					

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Equality Impact Toolkit (new version July 2011)

Secti	Section 1: Your details						
Head	of Ser	vice:	Jim Wilkie				
Department:		. .	Policy Unit				
Date:			November 2011				
			Council function / proposal is being assessed? Corporate Plan 2012-13				
Section	on 3:	Is the	• Council function / proposal relevant to equality? (please tick relevant				
$\overline{\checkmark}$	In ser	vices					
\square	In the	work	force				
\square	In co	mmuni	ities				
	Other	r (pleas	se state)				
	None (please stop here and email this form to your Head of Service who needs to email it to <u>equalitywatch@wirral.gov.uk</u> for publishing)						
Section	Section 4: Within the Equality Duty 2010, there are 3 legal requirements. Which of the following are relevant to the Council function / proposal? (please tick relevant boxes)						
\ \ \ \ \	☐ To advance equality of opportunity		equality of opportunity				
Section	on 5:	of the	he function / proposal have a favourable or negative impact on any protected groups (race, gender, disability, gender reassignment, pregnancy and maternity, religion and belief, sexual orientation, age and civil partnership)?				

Please list in the table below and include actions required to mitigate any negative impact.

Protected characteristic	Favourable or negative impact	Action required to mitigate any negative impact	Lead person	Timescale	Resource implications
All	Potential	Equality Impact Assessments identified / undertaken in relation to the specific actions identified in the Corporate Plan	Chief Officers / Heads of Service as appropriate and in conjunction with the Corporate Equality Group	By January 2012, in line with production of department- al plans	To be determined

Where and how will the above actions be monitored?

The Corporate Equality Group will monitor the programme of Equality Impact Assessments linked to the Corporate Plan. An initial exercise will be undertaken to identify the actions in the Corporate Plan which require EIA; some will be covered by existing assessments.

If you think there is no negative impact, what is your reasoning behind this?

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Section 6: What research / data / information have you used in support of this process?

The Corporate Plan has been informed by a number of key drivers, including consultation with local people and evidence-based priorities for addressing child poverty. Both of these activities have been undertaken with a clear understanding of inequalities issues and the need to target and engage with protected groups.

Section 7: Are you intending to carry out any consultation with regard to this Council function / policy?

No – (please delete as appropriate)

If 'yes' please continue to section 8.

If 'no' please state your reason(s) why:

The Corporate Plan has been directly informed by consultation with local people and organisations.

(please stop here and email this form to your Head of Service who needs to email it to equalitywatch@wirral.gov.uk for publishing)

Section 8: How will consultation take place?

Once you have completed your consultation, please review your actions in section 5. Then email this form to your Head of Service who needs to email it to equalitywatch@wirral.gov.uk for publishing)

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COUNCIL - 12 DECEMBER, 2011

76. MOTION: COUNCIL PROCESSES AND PURPOSE

Resolved (35:29) (One abstention) –

- (1) Council notes the ongoing activity to improve the Council's Corporate Governance processes.
- (2) Council believes that as the activity to improve its processes continues it becomes even more important to restate our purpose.
- (3) Council therefore commits itself to the following principles:
 - A commitment to making Wirral a bigger and stronger society.
 - Creating the environment and developing the skills needed to make Wirral a place where local employers succeed and businesses choose to invest – an economy with high levels of private sector employment, which retains and attracts our young people and provides the job opportunities for all to realise their full potential.
 - Placing the views of Wirral, residents, employers, Community and Voluntary groups at the heart of all we do, providing opportunities for people to improve their neighbourhoods, lives and those of their families, ensuring that no part of Wirral is ignored.
 - Actively supporting the Coalition Government's commitment to ending child poverty by 2020, providing support services to children, young people and their families that help to alleviate the effects of poverty and, in the long term, break inter-generational cycles of deprivation.
 - Providing services that meet the needs and aspirations of all Wirral people, fostering a real pride in the borough, ensuring high standards of cleanliness, environmental protection and public safety, creating a clean, safe and sustainable environment.
 - Working everyday to keep children and vulnerable people safe and tackle the gross inequalities in health and education outcomes experienced by our residents. Services provided for our most vulnerable, disadvantaged or excluded citizens, wherever they may live, should be founded on fairness, raise aspirations, promote choice and improve quality of life.

That the motion be deferred to the next Full Council meeting and that, in the meantime, the motion is referred to all the Council's OSCs for consideration, alongside the draft Corporate Plan. That the views of the OSCs on the motion be included in the report to the next Council on the Corporate Plan.

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WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT	FINANCIAL MONITORING STATEMENT
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER	
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 This report provides a summary of the position of the revenue accounts and General Fund balances as at 31 December 2011.

2.0 RECOMMENDATION

2.1 That the contents of the Financial Monitoring Statement be noted.

3.0 REASON FOR RECOMMENDATION

3.1 The Statement is distributed after the end of each month to all Members of the Council. At each meeting of this Committee a formal report is produced to accompany the latest available Statement.

4.0 BACKGROUND AND KEY ISSUES

MONITORING STATEMENT

- 4.1 The Statement is attached to this report and includes the following:
 - Composition of the original 2011/12 budget by Department including agreed savings and the 'one year' policy options.
 - Monitoring against the 2011/12 budget including the financial implications of any changes agreed through Cabinet decisions.
 - Anticipated variances, changes not agreed by Cabinet, against the original budget.
 - Comments providing an explanation of variances and areas identified as requiring further attention.

IMPACT OF CABINET DECISIONS HAVING BUDGETARY IMPLICATIONS

- 4.2 The changes agreed by Cabinet affecting the 2011/12 financial position are:-
 - On 17 March 2011 it was agreed to retain Fernleigh for the 2011/12 financial year at a cost of £0.5 million.

- On 2 June 2011 an update on Government Grants included the new Local Services Support Grant and New Homes Bonus which are both general, not specific grants. The effect was to increase balances by £0.5 million.
- On 23 June 2011 additional funding of £0.3 million was allocated for the Integrated Transport Unit.
- On 21 July 2011 £0.2 million was provided to support the Schools Budget in respect of School pay. The same meeting was also advised of the £3.5 million of re-provision included for Adult Social Services and the £1 million for changes by HM Treasury to national insurance contributions since April 2011 as part of the Budget Projections report.
- On 22 September 2011 Cabinet approved the use of £0.3 million from balances to fund the Independent Review
- On 13 October 2011 Cabinet approved the capitalisation of statutory redundancy payments which enabled £2.6 million to be released back to balances

Overall these decisions have reduced the balances by £2.7 million.

4.3 On 23 June 2011 Cabinet agreed the Financial Out-turn report for the 2010/11 financial year. In summary this showed a net increase in the balance at 31 March 2011 of £1 million. This included the accounting requirement to fund the cost of the Early Voluntary Retirement / Voluntary Severance Scheme leavers in 2010/11 and so the £4.4 million included for this purpose in the Budget 2011/12 was therefore available to be released to balances.

LATEST DEPARTMENTAL PROJECTIONS

4.4 The Statement presents an update of the revenue budget and General Fund balances as at 31 December 2011. Chief Officers are reporting pressures and the potentially volatile areas within departments are:-

4.4.1 Adult Social Services

The Director is reporting pressures of £6.8 million. Potential slippage in implementing 2011/12 savings accounts for £3 million; underlying demand for older people and people with learning disabilities accounts for £2.6 million and a shortfall in re-provision available for Community Care Services £1.2 million. The Director is looking at options to reduce any potential overspend.

4.4.2 Children & Young People

The 2011-12 budget pressure has been reduced to £1.6 million. This is due to the use of reserves, uncommitted resources within the Early Intervention Grant activities, savings from within the Wirral Wise programme and expenditure controls. Pressures are from increasing demand within Child Care which amounts to £3.4 million with foster care accounting for £1.7 million of this. The Integrated Transport Unit has, potentially, a £1.2 million overspend through increased commitments and the non-achievement of savings. £1 million relates to other costs including delayed EVR savings, court fees and social care car allowances. The Acting Director is continuing to explore options to reduce any potential overspend.

4.4.3 Other Departments

In respect of the other departments the implementation of the policy options and delivery of the savings are all progressing. The achievement of income targets remains the key concern with £0.5 million of pressure highlighted by Regeneration Housing and Planning for building and planning control. Technical Services concerns are regarding car parking and cultural services income but these will be matched by compensatory savings.

5.0 RELEVANT RISKS

5.1 The risks are incorporated within section 4 of this report. Any variations from the agreed budget will impact, positively or negatively, upon Council balances and so affect the financial position.

6.0 OTHER OPTIONS CONSIDERED

6.1 There are no options considered in this report.

7.0 CONSULTATION

7.1 No specific consultation has been undertaken with regard to this report.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no direct implications arising from this report.

9.0 RESOURCE IMPLICATIONS

9.1 As at 31 December 2011 the decisions taken by Cabinet would result in balances at 31 March 2012 of £9.6 million. This is more than the £6.9 million that was projected when setting the 2011/12 budget although three departments are reporting pressures. The relevant Directors continue to look at actions to address the pressures within their departmental budgets.

Details	£million	£million
Projected General Fund balance at 31 March 2012 when		6.9
setting the budget for 2011/12		
Cabinet decisions		
17 March - Fernleigh retained for 2011/12	-0.5	
2 June - New Homes Bonus/ Local Services Grant	+0.5	
23 June - Integrated Transport Unit additional funding	-0.3	
21 July - Social Services Reprovision	-3.5	
21 July - National Insurance changes	-1.0	
21 July - Support for School Pay	-0.2	
22 September - Independent Review	-0.3	
13 October - Capitalisation of Statutory Redundancy Payments	+2.6	-2.7

Details	£million	£million
23 June - Financial out-turn 2010/11 showed a net increase in	+1.0	
the balance of £1 million after meeting a net revenue overspend		
of £0.3 million		
23 June - EVR/VS scheme funded as part of 2010/11 thereby	+4.4	+5.4
releasing the requirement to fund in 2011/12.		
Projected variances / potential overspends		
None declared although pressures identified at the end of		-
September 2011 within:		
Adult Social Services £6.8 million		
Children and Young People £1.6 million		
Regeneration, Housing and Planning £0.5 million		
General Fund balance at 31 March 2012 based upon the		
latest projections		9.6

9.2 There are no staffing, IT or asset implications arising directly from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are none arising directly from this report.
- 11.2 Equality Impact Assessment (EIA) is not required for this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

REPORT AUTHOR: Tom Sault

Head of Financial Services telephone: (0151 666 3407) email: tomsault@wirral.gov.uk

APPENDICES

Financial Monitoring Statement 2011/12 - Position as at 31 December 2011.

SUBJECT HISTORY

Council Meeting	Date
Cabinet - Departmental Budgets 2011/12	23 June 2011
Council Excellence Overview & Scrutiny Committee	
- Financial Monitoring Statement Reported to each	
meeting	

WIRRAL COUNCIL FINANCIAL MONITO

FINANCIAL MONITORING STATEMENT 2011/12

POSITION AS AT 31 DECEMBER 2011

		ORIGINAL BUDGET			MONITORING		COMMENTS (INCLUDING Red/Amber/Green RATING)		
Department	Policy	Saving	Agreed	Changes	Changes		Rate	Comments	
	Option	Target	Budget	Agreed	Not agreed				
Expenditure	£000	£000	£000	£000	£000	£000			
Adult Social Services	-	16,907	63,411	+4,280	Pressure of £6.8 million	67,691	A	Pressures include. £3m slippage in savings implementation (EVR & Market Management); £2.9m Community Care from increased demand for older peoples and learning disabilities services and £1.2m for Care Services following EVR scheme. Cabinet decisions to retain Fernleigh in 2011/12 and re-provide following EVR/VS.	
Children & Young People	392	7,954	74,753	+840	Pressure of £1.6 million	75,593	A	Pressures reduced and primarily children's care services through demand £3.4m, transport £1.1m and staffing (inc EVR / vacancy targets) £1m .Offset by one-off release of £2.6m of balances. Cabinet decisions relate to transport and Local Services Grant.	
Finance	250	7,811	26,638	-1,712	-	24,926	G	Housing benefit is most significant budget and caseload still rising. HB and Treasury management budgets are currently subject to a review and will be reported to Cabinet in February	
Law, HR and Asset Mgt	364	2,658	16,275	+415	-	16,690	G	Asset management of buildings and the savings from disposals and rationalisation continue as pressure areas.	
Regeneration, Housing & Planning	758	3,726	25,407	+904	Pressure of £0.5 million	26,311	A	The income budgets for planning / building control are the main issue with a projected shortfall of £0.5m. Cabinet decisions on Local Services Grant and New Homes Bonus Grant.	
Technical Services	1,002	2,813	59,943	+526		60,469	G	Income targets remain the most significant challenge for car parking and cultural activities. Delayed sale of Arts centre may impact on budget. Compensatory savings identified.	
tional Insurance	-	-	-	+1,000	-	1,000	Α	HM Treasury changes – to be allocated to departments.	
Merseytravel	-	-	28,817	-	-	28,817	G	Fixed amount – no change.	
t Coral Pay Review	-	-	956	-	-	956	G	Available to meet the implementation of the Review.	
hading of EVR/VS Scheme	-	-	5,795	(4,400)	-	1,395	G	Based on employees leaving. Part funded in 2010/11	
Council Tax Freeze Grant	-	-	(3,285)	-	-	(3,285)	G	Amount of grant confirmed by Government in April.	
Contribution from Balances	-	-	(7,166)	(370)	-	(7,536)	G	Amount before any changes agreed by Cabinet.	
Budget Requirement	2,766	41,869	291,544	(1,483)	-	293,027			
Income									
Revenue Support Grant	-	-	37,498	-	-	37,498	G	Fixed amount - no change	
National Non Domestic Rate	-	-	121,312	-	-	121,312	G	Fixed amount - no change	
Local Services / New Homes			-	1,483	-	1,483	G	New / increased general rather than specific grant. Cabinet 2 June allocated £933k, £550k added to balances as already in the budget.	
Council Tax	-	-	131,434	-	-	131,434	G	Fixed amount - no change	
Collection Fund	-	-	1,300	-	-	1,300	G	From the change in treatment of empty properties.	
Total Income	-	-	291,544	1,483	-	293,027			
Statement of Balances									
As at 1 April	-	-	14,071	<u>-</u>	-	14,071		Opening balance with forecast for 31 March 2012 of £6.9 million.	
Contributions from Balances	-	-	(7,166)	4,400	-	(2,766)		EVR/VS balance contribution was made in 2010/11 accounts.	
2010/11 Outturn variance				1,000		1,000		2010/11 Outturn and release of reserves reported to Cabinet 23 June	
Cabinet decisions	-	-	-	(2,660)	-	(2,660)		Fernleigh for 2011/12 £480k (17 Mar), Local Services / New Homes -£550k (2 Jun), Transport £340K (23 Jun), Transfer to schools £190K (21 Jul). Nat Ins costs £1m and DASS Re-provision £3.5m (21 Jul) independent review £300K (22 Sep) Net impact of capitalisation of Statutory Redundancy -£2.6m (13 Oct),	
BALANCES	-	-	6,905	2,740	-	9,645		Projected balance for 31 March 2012 at start / end of year	

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT:	REVENUES, INCOME AND BENEFITS
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER:	
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report provides information on the position regarding Council Tax, National Non Domestic Rate, general debt and cash income collection and the payment of benefits.

2.0 RECOMMENDATION

2.1 That the report be noted.

3.0 REASON FOR RECOMMENDATION

3.1 To update Members on financial issues.

4.0 BACKGROUND AND KEY ISSUES

4.1. The following statement compares the amount collected for **Council Tax** in the period 1 April 2011 to 31 December 2011 with the amount collected in the same period in 2010/11:

	Actual	Actual
	2011/12	2010/11
	£	£
Cash to Collect	125,371,155	123,894,589
Cash Collected	106,463,423	105,798,507
% Collected	84.9%	85.4%

Collection is behind the 2010/11 performance. This is due mainly to the additional £1.6 million Long Term Empty Property charge raised, reflected in the 2011/12 Cash to Collect as compared to the 2010/11 Cash to Collect. This charge is proving a challenge to collect. The cash collected figure is £665,000 more than at this time in 2010/11.

4.2 The following statement compares the amount collected for **National Non-Domestic Rates** in the period 1 April 2011 to 31 December 2011 with the amount collected in the same period in 2010/11:

	Actual	Actual
	2011/12	2010/11
	£	£
Cash to Collect	64,394,221	61,872,056
Cash Collected	54,279,308	53,943,787
% Collected	84.8%	87.2%

Collection has fallen behind 2010/11 for the first time this year. There is no obvious reason and collection is expected to recover in the New Year.

4.3 The following statement provides information concerning the collection of local taxes from 1 April 2011 to 31 December 2011:

	Council Tax	Business Rates
Reminders/Final Notices	38,486	3,536
Summonses	11,465	718
Liability Orders	9,802	567
Recovery action in progress		
Attachment of Earnings	1,686	
Deduction from Income Suppor	t 3,386	
Accounts to Bailiff	5,700	130
Pre-Committal Warning Letters	2,458	-
Committal Orders Issued	7	0
Debtors Committed	0	0

Current Status of Agent Work in respect of Committals for 1 April 2011 to 31 December 2011:

	Council Tax	Business Rates
Reminders/Final Notices	38,486	3,536
Summonses	11,465	718
Liability Orders	9,802	567
Recovery action in progress		
Attachment of Earnings	1,686	
Deduction from Income Suppor	t 3,386	
Accounts to Bailiff	5,700	130
Pre-Committal Warning Letters	2,458	-
Committal Orders Issued	7	0
Debtors Committed	0	0

Insolvency cases to 31 December 2011

The following information concerns Council Tax recovery work which involves cases where Insolvency action or charging orders against properties are used:

Bankruptcy cases	309
Charging orders	175
Winding up orders	3

New cases from 1 April 2011 to 31 December 2011

Bankruptcy Charging orders Winding up orders	24 34 0
Status of Insolvency cases at 31 December 2011	
Winding-up paid	1
Charging orders granted	136
Winding up Order	1
Supporting other petitions	3
Cases paid	97
Bankruptcy orders	130
Cases closed	155

4.4 Sundry Debtors

Ongoing cases

-	Actual	Actual
	2011/12	2010/11
Net Amount Billed in last 12 months @ 31.12.11	£102,035,331	£90,643,755
Total outstanding @ 31.12.11	£26,495,736	£21,603,224
Number of reminders 01.04.11 to 31.12.11	25,959	19,237

22

545

INCOME

4.5. The following budgets and income received relate to other sources of cash income generated by the Council:

	2011/12 Budget	Income to 31-Dec-11	2010/11 Budget	Income to 31-Dec-10
i. School Meals	£1,473,100	£990,226	£1,575,100	£1,187,767
ii. Sports Centres	£3,627,100	£3,095,600	£3,941,300	£3,281,926
iii. Golf Courses	£967,800	£630,900	£939,600	£659,566
iv. Burials and Cremations	£2,577,000	£1,548,200	£2,502,000	£1,614,768
v. Building Control Fees	£494,900	£288,200	£494,900	£339,180
vi. Land Charges	£358,300	£154,200	£358,300	£164,468
vii. Car Park (Pay and Display)	£1,885,600	£1,200,869	£2,496,900	£1,553,823
viii.Car Park (Penalty Notices)	£922,300	£508,542	£1,149,800	£552,891

- 4.6. Further explanation of the income collection performance is provided below:
 - (i) **School Meals:** A school meal service is provided by Metro Catering in 85 primary and special schools. The service costs £4.5m of which £2.8m is paid by schools (representing the cost of Free School Meals). The income generated is from the charges for a school meal (£2.00), school milk and other paid meals. Whilst the income at 31 December 2011 is only 67% of the budget, this reflects the term profile and a number of primary schools choosing to manage their own meals service. It is anticipated that the charges for meals and to schools for the year will cover the cost of the service. However, any variation in income would be reflected within the Schools Budget.

- (ii) **Sports Centres:** The income budget for sports centres was reduced in 2011/12 due to the loss of the free swimming grant. It is expected that this revised budget target will be met. This is due, in part, to the strong performance of income achieved from the Invigor8 scheme. Overall, income contributes 50% of the running costs of Sports Centres. The income target of £124,000 for Grange Road West Sport Centre has now been removed as the centre is no longer run by the Council.
- (iii) **Golf Courses:** Although the total golf income received in 2011/12 is expected to exceed the running costs of the golf courses it will struggle to achieve the budgeted income target for the year. Poor weather during the summer has affected income this year and income is down compared to this time last year.
- (iv) **Burials and Cremations:** Again the total income received from this service exceeds its running costs. At this stage income looks to be on target but the service is affected by seasonal trends and therefore, it is too early to make a more accurate estimate.
- (v) **Building Control Fees:** Income is reliant upon the housing market and investment by developers which has suffered in recent years and shows limited signs of improvement.
- (vi) **Land Charges:** In recent years legislative changes have increased competition for this service for which information is now available online. As a result fee income is declining and there was a deficit of £148,700 in 2010/11.
- (vii) Car Park Income (Pay and Display Tickets): Income has been declining for a number of years due to recessional pressures and competition from other retail areas.

HOUSING BENEFITS

4.7. The following statement details the number of claimants in respect of benefit and the expenditure for Private Tenants and those in receipt of Council Tax Benefit up to 31 December 2011:

	2011/12	2010/11
Number of Private Tenant recipients Total rent allowance expenditure	30,711 £99,254,132	29,805
Number under the Local Housing Allowance scheme (<u>included in the above</u>)	11,007 £40,041,986	9,233
Number of Council Tax Benefit recipients Total Council Tax Benefit expenditure	39,599 £31,183,029	39,040
Total expenditure on benefit to date	£130,437,161	

4.8 The following statement provides information concerning the breakdown according to client type as at 31 December 2011:

	Private Tenants	Owner Occupiers
Working age and in receipt of J.S.A.	14,935	1,697
Elderly and in receipt of J.S.A.	6,904	5,360
Working age and not receiving J.S.A.	6,689	1,306
Elderly and not in receipt of J.S.A.	2,183	3,342
Total	30,711	11,705

There are **42,416** benefit recipients in Wirral as at 31 December 2011.

4.9	Housing Benefit Fraud and Enquiries	To 31 December 2011
	New Cases referred to Fraud team in period	1,330
	Cases where fraud found and action taken	74
	Cases investigated, no fraud found	
	and recovery of overpayment may be sought	549
	Cases under current investigation	232
	Surveillance Operations Undertaken	0
	Cases where fraud found and action taken:	
	Administration penalty	7
	Caution issued and accepted	37
	Successful prosecution	30
	Summons issued for prosecution purposes	13

Discretionary Housing Payments

- 4.10 Discretionary Housing Payments (DHP) may be awarded to provide short term financial assistance to Housing and Council Tax Benefit claimants who are experiencing difficulty meeting a shortfall in their rent or Council Tax because maximum benefit is not being paid.
- 4.11 DHP is not a payment of Housing/Council Tax Benefit and is funded separately from the main scheme. The Government contribution for 2011/12 is £282,981 with an overall limit of £707,452 which the Authority must not exceed. To date I have paid £62,355 and committed a further £66,809 to the end of the financial year.

5.0 RELEVANT RISKS

5.1 None.

6.0 OTHER OPTIONS CONSIDERED

6.1 None.

7.0 CONSULTATION

7.1 None.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising directly from this report. Page 67

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 There are none arising directly from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

FNCE/15/12

REPORT AUTHORS: Revenues & Benefits

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APPENDICES

None.

REFERENCE MATERIAL

Information from relevant systems.

SUBJECT HISTORY (last 3 years)

Council Meeting	Dates
Report submitted to each meeting of the Council	
Excellence Overview and Scrutiny Committee	

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT	PROVISIONAL LOCAL GOVERNMENT
	FINANCE SETTLEMENT 2012/13
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER	
KEY DECISION	YES

1.0 EXECUTIVE SUMMARY

1.1 The Provisional Local Government Finance Settlement for 2012/13 was announced on 8 December 2011. Following the consultation period, which closed on 16 January 2012, the Final Settlement will be issued in early February 2012. This report sets out the latest information in respect of Wirral's Government Grant support.

2.0 **RECOMMENDATIONS**

- 2.1 That the implications of the Provisional Local Government Finance Settlement be noted.
- 2.2 That the Authority continues to use every opportunity to state the case for further improvement to the Provisional Settlement.

3.0 REASON FOR RECOMMENDATIONS

3.1 The Local Government Finance Settlement provides key funding for the Council Budget.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Spending Review on 20 October 2010 announced the total Formula Grant that local authorities would receive over the four years 2011/15. This identified a national reduction in Government funding of around 30% with these reductions being higher in the initial years.
- 4.2 The Local Government Finance Settlement sets out how the Formula Grant is distributed between local authorities and how much each local authority will receive.
- 4.3 Whilst the Formula Grant can be used to support general spending the Government also allocates a number of specific grants to local authorities. These can only be used for the purposes specified.

FORMULA GRANT

- 4.4 The Formula Grant is determined using a 'four block model' as follows:-
 - Relative Needs This block is based upon formulae that cover seven different blocks and is designed to reflect the relative needs of individual local authorities in providing services.
 - Relative Resources This is a negative figure, which takes account of the fact that areas that can raise more income locally require less support from the Government to provide services. It seeks to recognise the differences in the local income that individual Councils have the potential to raise.
 - Central Allocation Once the Relative Needs and Relative Resources have been taken into account, the Government distributes the balance of the overall grant available to local authorities on a per capita basis.
 - Floor Damping The mechanism for damping grant changes from year-toyear.
- 4.5 The Local Government Finance Settlement for 2011/13 was issued by the Government on 7 February 2011 which indicated that Wirral would receive £144.7 million in 2012/13.allocated over components. These figures were confirmed in the announcement on 8 December 2011 to which has been added the Council Tax Freeze Grant from 2011/12.

Components	2012/13
	£ million
Formula Grant	
Relative Needs	120.2
Relative Resources	-28.7
Central Allocation	37.7
Floor Damping	2.0
Grants Rolled In	13.5
Total Formula Grant	144.7
Plus: Council Tax Freeze Grant	3.3
Total Formula Grant	148.0

4.6 In terms of the Grants Rolled In using the tailored distribution this analysis has been supplied as part of the Settlement which contains minor changes compared with the February 2011 information:-

Area of spend	2012/13
	£
Local Transport Services	249,621
Supporting People	10,710,495
Housing Strategy for Older People	111,293
Learning Skills Council Staff	266,176
HIV/Aids Support	67,000
Preserved Rights	2,067,853
Animal Health and Welfare	1,218
Total Grants Rolled-In	13,473,656

4.7 The method used by the Government is to update the original Formula Grant allocation to produce a revised allocation. This is then subject to a reduction that is damped to reduce the impact of the changes. For Wirral the reduction pre-damping for 2012/13 is £15.3 million (10%) with damping reducing the impact to £13.2 million (8.4%) for 2012/13. These are unchanged from the announcement in February 2011.

Formula Grant	2012/13
	£
Allocation from previous year	158,810,291
Private Sewers	-128,162
Academies	-672,073
Adjusted allocation	=158,010,056
Reduction in grant	-15,272,772
Pre-damping allocation	=142,737,284
Damping of reduction	+1,999,927
Post-damping allocation	=144,737,211

- 4.8. The deduction for Academies is presently as indicated in the February 2011 announcement. However, there is a separate Government consultation 'Calculation and recovery arrangements for the Academies funding transfer' which closed on 12 January 2012. The aim is to reduce Formula Grant to reflect those services which are not provided to the Academies by local authorities such as education welfare and asset management. The value of these services, known as the Local Authority Spend Equivalent Grant (LACSEG), will be calculated during 2012/13. Any local authority where the LACSEG is below the 2012/13 Formula Grant adjustment figure will receive a refund but there will be no adjustment for those local authorities where LACSEG is higher (which is likely to include Wirral). A permanent solution will be explored as part of the Local Government Resource Review to be effective from 2013/14.
- 4.9 As some areas are more reliant upon Government Grant support than others then in order to mitigate the year-on-year changes a damping mechanism has been applied. Local authorities are grouped into four bands which are based upon the percentage of the Budget the Authority receives from the Government in Formula Grant. Locally Liverpool and Knowsley are placed in Band 1 with St. Helens, Sefton and Wirral placed in Band 2.

OTHER GRANTS

4.10 The Provisional Settlement also includes reference to grants with not all of these being ring-fenced for the activities stated. The table compares the 2011/12 grants with the 2012/13 announcement.

Special Grants	2011/12	2012/13	
	£	£	
Early Intervention	15,135,218	15,704,591	
Learning Disability	6,708,877	6,877,766	
HB/CTB Administration	3,263,731	3,061,390	
New Homes Bonus	260,019	1,000,471	
Homelessness	221,000	221,000	
Extended Right to Free	200,000	248,208	
Transport			
Local Flood Authority	123,000	167,894	
Inshore Fisheries	17,259	17,259	
Conservation Authorities			
Community Safety	311,287	-	
Neighbourhood Management	350,000	-	

- 4.11 The increase in Early Intervention Grant reflects the Government commitment to provide additional funding for the education of disadvantaged 2 year olds to be in place from 2013.
- 4.12 In 2011/12 the New Homes Bonus was introduced and the increase in 2012/13 reflects the increased number of homes but this is subject to final confirmation of the figures.
- 4.13 For 2011/12 the final five grants became part of the Local Services Support Grant, as reported to Cabinet on 2 June 2011, making them general rather than specific grants. Cabinet agreed to build these grants into the relevant departmental budgets but for 2011/12 only. No information has been received relating to Community Safety for 2012-13. The Neighbourhood Management grant was for 2011/12 only.

SPENDING POWER

4.14 The Government has made reference to local authorities 'Spending Power'. This is made up from Formula Grant, Other Grants, Council Tax Freeze Grant, Council Tax receipts and National Health Service (NHS) support. There is an overall reduction in the Wirral assumed spending power of £13 million in 2012/13 to £306.4 million which reflects the reduction in the level of grant funding.

PUBLIC HEALTH FUNDING

4.15 On 14 December 2011 the Department for Health announced the revenue allocations for the Primary Care Trusts for 2012/13. The Health and Social Care Bill provides for the NHS Commissioning Board to allocate resources for clinical commissioning and for the Department for Health to make grants to local authorities for public health. Shadow grants for 2012/13 are to be announced in early 2012 with the actual grants for 2013/14 being made in late 2012. The Spending Review 2010 indicated that administration costs, which include policy, business support, HR and finance as well as scientific and technical work, will be reduced by one-third between 2010/11 and 2014/15.

SUMMARY

- 4.16 The Spending Review on 20 October 2010 identified a national reduction in Government funding to local authorities of around 30% with these reductions being higher in the initial years.
- 4.17 The Provisional Local Government Finance Settlement for 2012/13 announced on 8 December 2011 will result in Wirral receiving the level of Formula Grant that was announced by the Government on 7 February 2011.
- 4.18 In terms of Other Grants there have been increases in Early Intervention Grant, Learning Disability Grant, New Homes Bonus and Extended Rights to Free Travel with further announcements anticipated in the coming weeks.
- 4.19 The Government has announced a further Council Tax Freeze Grant to 'reward' Councils which set 0% Council Tax rise in 2012/13 with a grant, for 2012/13 only, equivalent to a 2.5% Council Tax increase.

5.0 **RELEVANT RISKS**

5.1 There are none arising directly from this report.

6.0. OTHER OPTIONS CONSIDERED

6.1 There are none to be considered in respect of this report.

7.0 **CONSULTATION**

- 7.1 The Provisional Local Government Finance Settlement issued by the Government is the subject of consultation which closed on 16 January 2012. No formal date has been given for the release of the Final Settlement although this is likely to be early February 2012.
- 7.2 The Government welcomed written responses from individual local authorities and I submitted a response on the technical items contained within the Provisional Settlement.

7.3 The Government also consulted separately on the funding of services to Academies and this closed on 12 January 2012.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are none arising directly from this report.

9.0. RESOURCE IMPLICATIONS

- 9.1 For 2012/13 in the Provisional Grant Settlement Wirral will receive £144.7 million of Formula Grant plus a further £3.3 million in respect of the 2011/12 Council Tax Freeze Grant. The reduction of £14 million from the 2011/12 levels is as announced by the Government in February 2011 and reflected in the Budget Projections reported to Cabinet throughout this year.
- 9.2. The grant details released show increases for Early Intervention Grant of £0.6 million (to reflect the commitment to providing education to disadvantaged 2 year olds from 2013) and New Homes Bonus of £0.7 million. However, there is a reduction of £0.2 million of Housing / Council Tax Benefit Administration Grant. Cabinet have not made any decisions relating to the use of these and the other grants detailed in section 4.10 for 2012/13. Nothing has been released relating to Community Safety Grant and as expected, the Neighbourhood Management Grant ended in 2011/12.
- 9.3 A Council Tax Freeze Grant equivalent to the revenue generated by a 2.5% Council Tax increase will be available to local authorities who do not increase their basic level of Council Tax for 2012/13. Unlike the Freeze Grant for 2011/12 which is for the period of the Spending Review this latest grant is for 2012/13 only and is worth £3.3 million to Wirral.
- 9.4 Local authorities will be required to seek the approval of their local electorate in a referendum if, compared with 2011/12, they set Council Tax increases that exceeds 3.5% for most principal authorities which would include Wirral. Different provisions apply to the City of London, the Greater London Authority and fire and police authorities.
- 9.5. In terms of grants to support Schools these are indicative at this stage and the 2012/13 figures will be revised. Dedicated Schools Grant (DSG) and the Pupil Premium (increased from £488 to £600 per pupil) are both based upon pupil numbers which are subject to review each January and will also vary during any year with the transfer of Schools to Academies. The Pupil Premium is also affected by the numbers of pupils claiming entitlement to free school meals. The Schools Music Grant is subject to a yearly reduction.

Schools Grant	2011/12	2012/13
	£ million	£ million
Dedicated Schools Grant	229.4	228.4
Pupil Premium	6.0	7.5
Music Service Grant	0.635	0.571

9.6. There are no staffing, IT or asset implications arising directly from this report.

10.0 **LEGAL IMPLICATIONS**

10.1 There are none arising directly from this report.

11.0 **EQUALITIES IMPLICATIONS**

- 11.1 There are none arising directly from this report.
- 11.2 Equality Impact Assessment (EIA) is not required for this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are none arising directly from this report.

FNCE/285/11

REPORT AUTHOR: Tom Sault

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REFERENCE MATERIAL

Local Authority Finance (England) Revenue Support Grant for 2011/12 and 2012/13 issued by the Department for Communities & Local Government on 13 December 2010.

Local Authority Finance (England) Revenue Support Grant for 2012/13 issued by the Department for Communities & Local Government on 8 December 2011.

SUBJECT HISTORY

Council Meeting				Date
Cabinet - Provisional	Local	Government	Finance	13 January 2011
Settlement 2011/13				
Cabinet - Provisional	Local	Government	Finance	12 January 2012
Settlement 2012-13				-

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WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT	SECURE DISPOSAL OF CONFIDENTIAL WASTE
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER	COUNCILLOR ADRIAN JONES
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 This report informs Members that a contract for the secure disposal of confidential waste has been awarded, under the scheme of delegation, to PHS Datashred. This follows a full tender process conducted in accordance with European Union regulations under the restricted procedure.

2.0 RECOMMENDATION

2.1 That Members note the award of the contract for the Secure Disposal of Confidential Waste to the highest scoring tenderer.

3.0 REASONS FOR RECOMMENDATION

- 3.1 The previous contract for the secure disposal of confidential waste expired on 31 October 2011.
- 3.2 The results of the evaluation of tenders are set out in the exempt report which is not for publication as it contains commercially sensitive information.
- 3.3 This contract commenced on 1 November 2011 for a period of three years, with an option for two further extensions, each extension period is for up to one year.
- 3.4 The specification is for the secure collection, disposal and recycling of confidential waste, including paper and multimedia, on a cost per volume and frequency basis.

- 3.5 The scope of the contract provide a range of container options of varying sizes to allow for convenient, secure storage throughout Council premises. Regular weekly, fortnightly, monthly and adhoc collection frequencies offered provides greater flexibility to suit the needs of individual sections and departments.
- 3.6 As part of the environmental commitment, the contract provides the added benefit of a closed loop recycling process whereby all paper waste will be recycled into grade 2 tissue and cardboard products. Shredded multimedia waste will be sent to an "Energy from Waste" plant for incineration to generate power for the National Grid.
- 3.7 This contract is primarily for Council establishments in Wirral. However, it is also, as part of the collaborative agenda, open to other Local Authorities and Public Sector Bodies within Merseyside.
- 3.7 The new contract includes a competitive pricing structure in terms of price per container, per frequency. However, as a minimum invoice charge per building applies, staff are encouraged to plan their choice of container and frequencies in order to maximise best value for the Council. Provided the minimum invoice charge has been met for the entire building, the minimum invoice charge will not apply.
- The current expenditure on disposing of confidential waste for the Authority over a three year period is approximately £47,500. For evaluation purposes, a baseline calculation was undertaken which indicates an approximate saving of 60% on current costs.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 In accordance with Contract Procedure Rules, as well as to allow for the collaborative scope, an OJEU European tender process was conducted under the restricted procedure. Initially forty three expressions of interest were received indicating a highly competitive market. Twelve completed questionnaires were received at the pre-qualification stage, which resulted in tender documents being sent out to seven qualifying suppliers. Six completed tenders were subsequently received. During the evaluation process one supplier opted out of the process.
- 4.2 The tender evaluation panel, comprising of officers from Records Management & Archives Services with the support of Procurement, applied a cost/quality model to the submitted six tenders. This was based on 70% price and 30% quality to determine the most economically advantageous tender as set out in the exempt report.

5.0 RELEVANT RISKS

- 5.1 This award of this contract adhered to European Union legislation and the procurement strategy. The process has not been subject to external challenge.
- 5.2 The contract will be managed by Records Management & Archives Services to ensure that the Council obtains, and can evidence, value for money.

6.0 OTHER OPTIONS CONSIDERED

6.1 Existing purchasing frameworks were examined such as Buying Solutions and Eastern Shires Purchasing Organisation. However it was felt in such a competitive market a full tender would offer the best opportunity for savings. This decision also ensured that all suppliers were given a fair and equal opportunity to bid.

7.0 CONSULTATION

- 7.1 Procurement and Records Management & Archives Services were involved at each stage of the options appraisal, tender process and evaluation.
- 7.2 Schools have the option to be part of this contract.
- 7.3 Members of the Merseyside Procurement Partnership were invited to collaborate and a collaborative clause has been included in this contract for other Councils within the Partnership to participate in the contract.
- 8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS
- 8.1 There are no implications.
- 9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS
- 9.1 **Financial.** Current expenditure is approximately £15,900 per year. Applying good procurement practices to prevent unnecessary minimum invoice charges per building will reduce and further control expenditure and ensure that value for money is optimised. The savings potential for schools if they take advantage of the contract could be in the region of 60%.
- 9.2 **IT Services.** There are no implications.
- 9.3 **Staffing.** There are no implications.
- 9.4 **Assets.** There are no implications.

10.0 LEGAL IMPLICATIONS

10.1 The letting of this contract has adhered to public procurement procedures, the Contract Procedures Rules, and UK and European Union legislation.

11.0 EQUALITIES IMPLICATIONS

- 11.1 There are no implications
- 11.2 Equality Impact Assessment (EIA)
 - (a) Is an EIA required? No

12.0 CARBON REDUCTION IMPLICATIONS

12.1 All paper waste will be recycled into grade 2 tissue and cardboard products. Shredded multimedia waste will be sent to an "Energy from Waste" plant for incineration to generate power for the National Grid.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no implications

FNCE/12/12

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SUBJECT HISTORY (last 3 years)

Council Meeting	Date
None	

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT	YOU CHOOSE CONSULTATION
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER	
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1 This report provides details of the findings of the You Choose consultation process. The findings are based upon responses received during the consultation process which commenced on 19 August 2011 and closed on 30 November 2011.

2.0 RECOMMENDATION

2.1 That the report be noted.

3.0 REASON FOR RECOMMENDATION

3.1 The Local Government and Public Engagement in Health Act 2007 placed upon local authorities a duty to involve. This requires the provision of information and the opportunity for consultation and involvement of residents and other stakeholders. The Budget Simulator along with the development of Neighbourhood Plans is part of a process of engaging and raising the awareness of the residents of the Borough in the issues facing the Council.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Council has run a number of consultation programmes and events over recent years to seek residents views as to how services should be delivered and areas of priority. For 2012/13 the Council along with many local authorities has used a web based Budget Simulator known as You Choose.
- 4.2 The You Choose budget simulator was developed by the London Borough of Redbridge together with YouGov. You Choose has been used by a large number of local authorities and seeks residents views as to how to close the gap between anticipated expenditure and resources. Respondents were given the opportunity to adjust budgets by dragging sliders on the screen and noting the consequences both to services and to Council Tax levels. The simulator also provided opportunities for respondents to submit suggestions and comments relating to Council services.

- 4.3 For consistency the format used has followed as closely as possible to the previous consultation themes linked to the existing Corporate Plan. To provide maximum flexibility and choice to users, services were divided across the following 8 themes which were further divided over 46 service areas:-
 - Your Family Adults
 - Your Family Children
 - Your Neighbourhood: Roads and Waste Management
 - Your Neighbourhood: Public Protection
 - Your Neighbourhood: Culture and Leisure
 - Your Economy: Housing and Community
 - Your Economy: Supporting Business
 - Your Council Support for Services
- 4.4 The simulator commenced with a budget gap of £25 million which was the Budget Projection at the time of commencing the consultation exercise. For 2011/12 all local authorities either froze or reduced Council Tax to benefit from the Council Tax Freeze Grant and the Government had previously indicated that a cap would have been applied to local authorities who increased Council Tax by more than 3%.
- 4.5 To provide opportunities for further analysis respondents were asked to provide details of their gender, age, ethnicity, disability status and the initial part of their post code. Such information however was not compulsory. YouGov has provided additional analysis based upon the above categories which may be used to highlight differences in priorities between groups.
- 4.6 As the You Choose simulator is an online web based tool there was a danger that those without access to IT facilities or lacking IT experience may have been more likely to be excluded from the consultation process. To mitigate this a number of measures were taken including:-
 - A letter from the Leader of the Council to every Wirral resident highlighting the simulator, how to access it and a number to call to ask for assistance.
 - Dedicated IT facilities made available at One Stop Shops and Libraries.
 - A dedicated Call Centre telephone line to assist callers with queries regarding You Choose and to take suggestions. Approximately 100 calls were made to the number during the consultation period.
 - Information provided on the Council website as to how to complete the budget simulator and providing contact details for those needing assistance.
 - Additional targeted engagement took place with identified 'hard to reach' demographic groups and geographic areas. This involved events and outreach activity with older people, BME communities, vulnerable adults and younger people.

4.7 An extensive programme of events was also completed, with a range of 93 guided workshops or drop in sessions held throughout the consultation period. These events attracted in excess of 750 residents.

RESULTS FROM THE YOU CHOOSE CONSULTATION

- 4.8 A total of 1,701 submissions were received during the consultation period. Approximately fifty English Councils have used the You Choose package and the Wirral response rate is the second highest.
- 4.9 For the purposes of producing statistically valid data analysis, You Gov has weighted the data received using appropriate statistical methodology to reflect the demographic make up of Wirral. This involves using the 2009 population estimates as published by the Office of National Statistics and sub-dividing over gender, age, ethnicity and disability to form ten interlocked age and gender subdivisions. Each of these is then weighted so that it falls in line with the proportion of the total population who fall into that sub-category. This means that the data is representative of the local population.
- 4.10 In order to undertake the above weighting, submissions that did not contain demographic data or which were incomplete have been excluded from the You Gov analysis. This results in a weighted response total of 1,355. The analysis by postcode shows a further reduction as a small number of returns were received from outside of Wirral, which may reflect input from employees who live outside the Borough. The responses and weighting are:-

Demographic	Analysis		
Category	Category Detail	Returns Containing Demographic Information	Weighted To reflect Population
By Gender	Male	861	568
	Female	494	787
By Age	16-24	156	205
	25-34	211	218
	35-44	332	246
	45-54	326	241
	55+	330	445
By Ethnicity	White British	1,214	1,205
	Black Minority, Ethnic	141	150
By Disability	Non-Disabled	1,159	1,136
	Disabled	196	219
By Postcode	CH41 - CH43	414	402
	CH44 - CH46	353	344
	CH47 - CH61	321	331
	CH62 - CH63	229	229

Note: The Postcode Area returns and weighted base show a difference of 11. This is due to the weighting of returns across age and gender and the fact that postcodes with very low responses are not statistically significant and are therefore not shown within the postcode table. Their inclusion would result in an equal figure for the returns and weighting of 1,355.

4.11 A summary of the 1,355 complete submissions received, analysed over the major themes and the 1,701 shows there are no significant differences between the two survey population groups. The overall reduction to budgets suggested is approximately 11%. The You Gov report analysing the You Choose responses is shown within Appendix 3.

	Weighted Average Suggested Theme Alterations			
	Original	Average	Reduction	in budget
Service Funding/Option Group	Value	Reduction	Pop 1,355	Pop1,701
Your Council - Support for Services	38,400,000	6,304,000	-16.4%	16.0%
Your Economy - Housing & Community	15,500,000	1,705,000	-11.0%	11.2%
Your Economy - Supporting Business	9,100,000	1,128,000	-12.4%	11.7%
Your Family - Adult Social Services	74,100,000	8,906,000	-12.0%	12.6%
Your Family - Children & Young People	71,900,000	6,088,000	-8.5%	9.7%
Your Neighbourhood - Culture & Leisure	18,600,000	2,420,000	-13.0%	12.7%
Your Neighbourhood – Public Protection	4,900,000	240,000	-4.9%	6.1%
Your Neighbourhood - Roads & Waste				
Management Service	21,800,000	2,194,000	-10.1%	8.7%
Grand Total	254,300,000	28,985,000	-11.4%	11.7%

- 4.12 The accumulated weighted responses on average resulted in a reduction to all themes. Support for Services received the greatest suggested reduction of 16% of budget, whilst public protection which includes activities such as Community Safety received the lowest reduction of 5%. In terms of budget Adult Social Services would receive the largest reduction of almost £9 million and Support for Services and Children and Young People approximately £6 million if the budget was to be set purely on the basis of You Choose responses.
- 4.13 The You Choose simulator allowed respondents to reduce or increase budgets. The average of all responses resulted in all budgets being reduced. Further analysis of reductions at the sub-theme level is provided in appendix 1. The largest suggested reductions by sub-theme were Information Technology, Asset Management and Human Resources and Organisational Development.
- 4.14 Further detailed analysis of the responses received has been provided by YouGov. This includes details of responses analysed over gender, age bandings, ethnicity, disability status and post code area. This may highlight differences in priorities between these groups.

- 4.15 The average reduction to service funding suggested by respondents of approximately £29 million would result in a reduction in Council Tax of 3%. The level of suggested Council Tax reduction is similar to You Choose consultations undertaken by other local authorities.
- 4.16 Respondents were provided with an opportunity to make suggestions for improving services, raising income and making efficiencies. The top 10 suggested areas by respondents are contained below. Further analysis of suggestions is contained within Appendix 2.

You Choose Suggestion Themes	Numbers Expressing Theme
Increase/ introduce charges	87
Reduce councillors/ expenses	81
Implement/Pursue fines	48
Reduce staff	45
Sell buildings/ land	37
Reduce wages/ salaries	34
Turn off lighting (Street and office)	31
Reduce sickness/ absence levels	28
Remove TRFC Sponsorship	27
Outsource work	26

- 4.17 Approximately 750 written responses have been submitted to the You Choose Budget Simulator during the consultation period. Submissions ranged from very general suggestions and comments to those relating to particular service areas. Suggestions relating to increasing or introducing fees included car parking (although other comments received suggested reductions in this area), charging for libraries, museums and art galleries and some childrens services. Where appropriate, suggestions involving particular areas will be passed to the relevant Council department.
- 4.18 The comments received and the results of the You Choose exercise share a number of similarities with the recent Neighbourhood Plans consultation. Community Safety initiatives received the lowest reduction with low reductions for other areas of public protection such as Environmental Protection.

5.0 RELEVANT RISKS

5.1 There are risks that the You Choose consultation exercise will not gather a sufficient response either in terms of numbers or by excluding elements of the population without access to IT facilities. This risk has been mitigated through an extensive publicity campaign including letters to all residents and through a wide ranging programme of consultation events targeting harder to reach groups.

6.0 OTHER OPTIONS CONSIDERED

6.1 No other options were considered.

7.0 CONSULTATION

- 7.1 The You Choose Budget Simulator is one of the means the Council is using to consult with the public over future funding decisions. Additional consultation is, taking or has taken, place through the recent Neighbourhood Plan consultation and through individual service consultations such as the transforming Day Services consultation and the Pensions reform consultation.
- 7.2 Any significant changes to service delivery and/or policy will require an appropriate consultation process to be undertaken.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no immediate implications for voluntary, community or faith groups arising from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 9.1 The use of the You Choose Budget Simulator has been made free to use for all members of the Local Government Association. The optional data analysis reports provided by YouGov will cost approximately £3,000.
- 9.2 There are no direct financial, IT, staffing or asset implications arising from this report. There will be implications arising from any subsequent budgetary decisions which take account of any responses received via the You Choose exercise.

10.0 LEGAL IMPLICATIONS

10.1 The Budget Simulator is part of the Council duty to involve but does not replace the requirement to consult with service users on more specific budget proposals.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no specific equalities implications arising directly from this report.

The You Choose budget simulator is an electronic web based tool. Input to the budget simulator process has been provided via a range of alternative methods including telephone contact points and engagement events.

However budget decisions making use of input from You Choose may require an appropriate Equality Impact Assessment to be made.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no carbon reduction implications arising directly from this report. However future budgetary decisions using input from You choose would require evaluating.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no planning and community safety implications arising directly from this report.

FNCE/292/11

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APPENDICES

Appendix 1: You Choose Suggested Budgetary Alterations

Appendix 2: You Choose Suggested Themes For Improvement

Appendix 3: You Choose: You Gov Analysis of the You Choose Results for the

Borough of Wirral

SUBJECT HISTORY

Council Meeting	Date
Cabinet - You Choose Budget Consultation	1 September 2011
Cabinet - Neighbourhood Plans and Area Forum	24 November 2011
Funding	
Cabinet – You Choose Budget Consultation	8 December 2011

Appendix 1: You Choose Suggested Budgetary Alterations

		Data		
				Reduction
		Original	Average	as % of
ServiceFunding/OptionGroup	ServiceFunding/OptionTitle	Value	Reduction	Budget
Your Council - Support for Services	Asset Management	9,000,000	1,501,890	16.7%
	Benefits and Revenues	6,500,000	978,441	15.1%
	Call Centre	1,900,000	299,248	15.7%
	Financial Services	2,800,000	443,867	15.9%
	Human Resources, Organisational Development			
	and Payroll	4,200,000	698,374	16.6%
	Information Technology Services	8,000,000	1,395,784	17.4%
	Legal and Member Services	4,900,000	808,723	16.5%
	Planning Council Services and Monitoring			
	Improvements	400,000	63,349	15.8%
	Supporting our Services	700,000	114,420	16.3%
Your Council - Support for Services Total		38,400,000	6,304,096	16.4%
Your Economy - Housing & Community	Housing Strategy & Homelessness	3,200,000	347,871	10.9%
	Private Sector Housing	1,000,000	125,742	12.6%
	Resident Engagement, Consultation and			
	Communication	700,000	100,564	14.4%
	Support for the Voluntary, Community and Faith			
	Sector	600,000	78,408	13.1%
	Supporting People and Adaptations	10,000,000	1,052,755	10.5%
Your Economy - Housing & Community Total		15,500,000	1,705,340	11.0%
	Business Support and Attracting Inward	4 000 000		10.00/
Your Economy - Supporting Business	Investment	1,900,000	233,390	12.3%
	Development Management and Building Control	1,900,000	246,366	13.0%
	Economic Development	4,400,000	538,851	12.2%
	Forward Planning	300,000	36,861	12.3%
	Tourism	600,000	72,965	12.2%
Your Economy - Supporting Business Total	9,100,000	1,128,433	12.4%	
Your Family - Adult Social Services	Early Support and Advice	6,600,000	754,096	11.4%
	Market Management and Development	200,000	25,265	12.6%
	Safeguarding Vulnerable Adults	200,000	17,342	8.7%

i i		i		
	Services for Regaining Independence	2,300,000	224,711	9.8%
	Social Work Teams in the Locality	33,900,000	4,222,060	12.5%
	Social Work Teams Providing Specialist Support	20,600,000	2,370,653	11.5%
	Support for Commissioning	3,700,000	499,735	13.5%
	Support to meet Personal Choice	6,600,000	791,849	12.0%
Your Family - Adult Social Services Total		74,100,000	8,905,711	12.0%
Your Family - Children & Young People	Children in Need / Looked After Children	17,100,000	1,389,372	8.1%
	Children with Disabilities	3,900,000	268,514	6.9%
	Early Years, Sure Start and Children's Centres	10,100,000	959,342	9.5%
	Integrated Youth Service	6,200,000	493,390	8.0%
	Looked After Children Care Provision	15,200,000	1,283,086	8.4%
	School and Learning Support	6,100,000	469,365	7.7%
	Support for Vulnerable Children and Special			
	Educational Needs	4,700,000	340,999	7.3%
	Transport	8,600,000	884,373	10.3%
Your Family - Children & Young People Total		71,900,000	6,088,441	8.5%
Your Neighbourhood - Culture & Leisure	Arts & Museums	1,100,000	148,795	13.5%
	Libraries & One Stop Shops	7,900,000	1,108,637	14.0%
	Parks & Countryside	5,900,000	716,790	12.1%
	Sport & Recreation	3,700,000	445,994	12.1%
Your Neighbourhood - Culture & Leisure Total		18,600,000	2,420,216	13.0%
Your Neighbourhood - Public Protection	Community Safety	2,500,000	114,492	4.6%
-	Environmental Health	1,400,000	73,162	5.2%
	Health, Safety & Resilience	300,000	15,472	5.2%
	Trading Standards	700,000	36,649	5.2%
Your Neighbourhood - Public Protection Total		4,900,000	239,775	4.9%
Your Neighbourhood - Roads & Waste Management				
Service	Highways Management	6,200,000	665,694	10.7%
	Traffic & Road Safety	2,200,000	236,868	10.8%
	Waste Collections and Street Cleansing	13,400,000	1,291,093	9.60%
Your Neighbourhood - Roads & Waste Managemen	nt Service Total	21,800,000	2,193,655	10.1%
Grand Total		254,300,000	28,985,666	11.4%

Appendix 2: You Choose Suggested Themes For Improvement

You Choose Suggestion Themes	Numbers Expressing Theme
Increase/ introduce charges	87
Reduce councillors/ expenses	83
Implement/Pursue fines	48
Reduce staff	45
Sell buildings/ land	37
Reduce wages/ salaries	34
Turn off lighting (Street and office)	31
Reduce sickness/ absence levels	28
Remove TRFC Sponsorship	27
Outsource work	26
Employ volunteers/ benefits claimants	22
Work with other Councils	21
Host more events/Hire out buildings	20
Re-think procurement policy	20
Rationalise buildings	19
Reduce road junction improvements	19
Reduce buildings costs	17
Stop employing consultants	17
Stop putting up traffic signs	15
Make use of Community offenders	13
Don't outsource work	12
Reduce printing costs	13
Joined up approach	11
Reduce rebates/ benefits	10
Stop/ charge for translation services	10
Reduce benefits	9
Increase tax and council tax	8
Reduce opening hours	6
Reduce funding for alcoholics/ drug users	6
Charge employees for parking	5
Remove/reduce parking charges	4
Get utilities to work together on roads	4
Reduce Council Tax	2
Introduce Litter tax for takeaways	2

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE

31 JANUARY 2012

SUBJECT	PROVISION FOR PAY 2010/11
WARD/S AFFECTED	ALL
REPORT OF	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO	COUNCILLOR STEVE FOULKES
HOLDER	
KEY DECISION	NO

1.0 EXECUTIVE SUMMARY

1.1. Following the Cabinet decision to release £1.4 million of pay provision from the Council Budget for 2012/13 Council referred this decision to this Committee for consideration.

2.0 RECOMMENDATION

2.1 That Members views are requested.

3.0 REASON FOR RECOMMENDATION

3.1 Council on 12 December 2011 referred this item to the Committee.

4.0 BACKGROUND AND KEY ISSUES

- 4.1 Cabinet on 8 December 2011 considered the Budget Projections 2012-15 report which identified a shortfall between projected spend and resources of £18.7 million. In order to support the process of closing the gap Cabinet agreed that the sum of £1.4 million which was the provision for pay 2010/11, which is no longer required, be deleted.
- 4.2 Council on 12 December 2011 considered a Notice of Motion and agreed that the sum of £1.4 million pay provision be referred to the Council Excellence Overview and Scrutiny Committee.

PAY PROVISION 2010/11

- 4.3 The Council Budget for 2010/11 included £1.4 million for a pay increase of 1%. No pay award was eventually agreed for 2010/11.
- 4.4 The Council Budget is under continual review is order to identify potential efficiencies and savings. The pay provision for 2010/11 is no longer required for 2012/13. It was agreed by Cabinet that this amount should be removed from the budget for 2012/13.

5.0 RELEVANT RISKS

5.1 There are none arising directly from this report. However the Council has a legal requirement to set a balanced Budget for 2012/13 by 10 March 2012.

6.0 OTHER OPTIONS CONSIDERED

6.1 If the £1.4 million remained in the Budget then alternative savings to this value would have to be identified.

7.0 CONSULTATION

7.1 There has been no specific consultation in respect of this report.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no implications arising directly from this report.

9.0 RESOURCE IMPLICATIONS

- 9.1 The removal of the £1.4 million from the Budget 2012/13 will assist the setting of the Budget.
- 9.2 There are no staffing, IT or asset implications arising from this report.

10.0 LEGAL IMPLICATIONS

10.1 There are no implications arising directly from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no implications arising directly from this report.

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no implications arising directly from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no implications arising directly from this report.

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SUBJECT HISTORY

Council Meeting	Date
Cabinet	8 December 2011
Council	12 December 2011

<u>UPDATE ON WORK PROGRAM : COUNCIL EXCELLENCE SCRUTINY COMMITTEE - 31/01/12</u>

Reports to assist in monitoring the Committee's work programme

It was agreed by the Scrutiny Chairs Group in September 2008 to use the following reports to monitor the work programme for each Scrutiny Committee. The last item on each Scrutiny Committee agenda should be 'Review of the Committee Work Programme'.

Report 1 - Monitoring Report for Scrutiny Committee Work Programme

This report will list all items that have been selected by the Committee for inclusion on the work programme for the current year.

It will also include items, such as previous Panel Reviews, where recommendations have been made to Cabinet. It is important that the implementation of these recommendations is monitored. Otherwise there is no measure of the success of scrutiny.

For each item on the work programme, the report will give a description, an indication of how the item will be dealt with, a relative timescale for the work and brief comments on progress.

Report 2 - Suggestions for Additions to Work Programme

The Work Programme for the Committee should be reviewed at each meeting. This will enable members to ask for new Items to be added to the programme. This report will list any newly suggested items. Committee will then have the opportunity to agree (or not) for them to be added to the programme.

Report 3 - Proposed Outline Meeting Schedule for the Municipal Year

The report will, for each scheduled Committee meeting, list those items which are likely to be on the meeting agenda. This will give the opportunity for Committee members to take a greater lead in organising their work programme.

Report 4 - Progress Report on In-Depth Panel Reviews

This report will give a very brief update on progress / timescales for in-depth panel reviews which are in the 'ownership' of the Committee.

REPORT 1 MONITORING REPORT FOR SCRUTINY COMMITTEE WORK PROGRAMME COUNCIL EXCELLENCE: 2011 / 2012

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
08/07/10	Performance Monitoring (Quarterly updates on existing performance indicators – 'Exceptions' only will be reported).	Officer Reports (Emma Degg) (from Oct 2011 – Ian Coleman)		Quarterly Performance Monitoring Reports will be included on each agenda from September onwards.	Continuing
08/07/10	Strategic Change Programme: - Regular updates on proposed savings; - Monitor the effectiveness of the Change Programme;	Officer Reports (Dave Green) (from Oct 2011 – Ian Coleman)		A report on the progress of the Strategic Change Programme Board was provided for the Special meeting arranged for 28/10/10. A further report was produced for the meeting on 18/11/10 and again on 31/01/11. Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. A further update was received by Committee on 15/09/11. Agreed that Committee "looks forward to receiving details of emerging projects for inclusion within the Strategic Change Programme". An Update report was provided for the meeting on 17/11/11.	Continuing
08/07/10	Financial Reporting / Budget: - Monitoring the financial statements - How the authority performs against savings targets; - Review the impact on local residents where savings are made; - Impact of the Comprehensive Spending Review on the borough;	Officer Reports (Ian Coleman)		Financial / Budget Monitoring reports will be included on each meeting agenda.	Continuing

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
08/07/10	Office Accommodation: - The EC Harris report was referred to the Council Excellence Committee by Cabinet (24 June 2010); - Need to understand the Cabinet timetable; - What are the implications for the Council's Data Centres?; - Future role for agile working	Officer reports plus site visits. (Bill Norman / Ian Brand)		Special meeting of the Committee arranged for 24 th August 2010. Further reports provided at the meetings on 21/09/10 and 18/11/10. Another report produced for the meeting on 31/01/11; to focus particularly on agile working and working in local hubs. Further report produced for 16/03/11. Committee raised anxiety over progress and agreed that "update reports should be presented to future meetings of this Committee on a quarterly basis". Further report to Committee on 12/07/11. Committee also agreed that this item should be part of the work programme for the forthcoming municipal year. A subsequent report was presented to Committee on 15/09/11. A further report will be presented to Cabinet in November 2011. Further report to Committee on 17/11/11 resulted in the Director of Law, HR and Asset Management being requested to liaise with group spokespersons to agree a date for a seminar on agile working.	Continuing

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
21/09/10	Employee Forums – What issues do they cover? What are the participation levels? What is the cost of providing the Forums?	Officer report (Kevin Adderley)		Issue initially raised by a member at the Committee meeting on 21/09/10. Report produced for the meeting on 18 th November 2010. An officer review of Staff Diversity Forums will take place. A further report will be produced for a future meeting.	To be followed up when Committee time is available
21/09/10	Income from Golf Courses, to include: Why is projected income not met on an annual basis? Is security of courses a determinant in loss of income?	Officer report (Jim Lester)		Issue initially raised by a member at the Committee meeting on 21/09/10. Report produced for meeting on 18/11/10. Report noted – await the outcome of the PACSPE process.	To be followed up when Committee time is available
21/09/10	Reaching Excellent Level of the Equality Framework for Local Government (EFLG)	Officer report (Kevin Adderley)		Progress report presented to meeting on 21/09/10. Further report, expected 16/03/11, requested in six months time. Report to include the reasons for low levels of Black and Ethnic Minority individuals accessing mainstream services. Subsequent report produced for meeting on 16/03/11. Agreed that a further report should be produced in relation to the Equality Implications of the recent Council Budget, to include information as to what analysis was undertaken and how officers took equality duties into account. Report presented to Committee on 12/07/11.	Outstanding

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
18/11/10	Early Voluntary Retirement / Voluntary Severance (EVR/VS) – Analysis and Restructuring	Officer report (Chris Hyams)		Issue initially raised by a member at the Committee meeting on 18/11/10. Report produced for the meeting on 16/03/11. A further update report will be produced at the end of the EVR process. Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. Committee, on 12/07/11, also requested a further report on the "impact on employees of restructuring / redeployment, including the support in place for individuals". Further report presented to committee on 15/09/11. Committee agreed that a report will be presented to a future meeting in relation to the number of vacated posts as a result of EVR/VS that had subsequently been filled. Further report provided to Committee on 17/11/11. Report noted.	Complete

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
18/11/10	Proposed changes to Housing Benefit / Council Tax Benefit system - Impact of the Welfare Reform Bill	Officer report (lan Coleman)		Report produced for the meeting on 31/01/11. Committee agreed that "the issue of welfare reform and changes to the benefits system announced recently, and its likely impact on local government staffing and finances requires detailed examination and should be the subject of a special study by this Committee". Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. A report regarding 'Localising Support for Council Tax in England' was presented to Committee on 17/11/11. Agreed that further progress reports will be presented to future meetings.	
12/07/11	Back Office efficiencies and achievements	Officer Report (Ian Coleman)		Committee, on 12/07/11, agreed that this item should be part of the work programme for the new municipal year. Committee agreed, on 15/09/11, that a report will be presented to the next meeting on 17/11/11. Report presented to Committee and noted on 17/11/11.	Complete
12/07/11	Impact of Localism Bill	Officer Report (Emma Degg)		Committee, on 12/07/11, agreed that this item should be part of the work programme for the forthcoming municipal year. A report was requested closer to the time when the Act will be enacted (likely to be late 2011/ early 2012).	

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
12/07/11	Development of an Outcome-based Commissioning Framework	Officer Report (lan Coleman)		Committee (12/07/11) agreed that a further report be presented on options for applying such a framework to major service reviews emerging from the consultation exercise.	
15/09/11	Customer Access Strategy	Officer Report (Ian Coleman)		Committee (15/09/11) agreed that a further report will be presented on 17/11/11. A report was presented to Committee on 17/11/11. Committee agreed that "the officers be requested to prepare a standard procedure to ensure that ward councillors are updated in relation to changes in the use of libraries and One Stop Shops".	
15/09/11	Capital Strategy	Officer Report (Ian Coleman)		Committee (15/09/11) agreed that a further report will be presented on 17/11/11. A report was presented to Committee on 17/11/11.	Complete
15/09/11	Balance Sheet Management – Review of Reserves and Provisions	Officer Report (Ian Coleman)		Committee (15/09/11) agreed that a further report will be presented on 31/01/12.	
15/09/11	Masters in Business Administration (MBA) Programme	Officer Report (Chris Hyams)		Committee (15/09/11) agreed that a report will be presented to a future meeting. A report was presented to Committee on 17/11/11. Committee requested a further report "upon the issue of senior officer training within the organisation, to include information as to how applications to attend the MBA course are assessed, in relation to the costs and benefits to the Council".	

Date of New item	Topic Description	How the topic will be dealt with	Estimated Complete Date	Comments on Progress	Complete?
17/11/11	Corporate Governance - The Chair requested that the report of the Chief Executive in relation to Work Programme Progress and Associated Issues, considered by the Corporate Governance Cabinet Committee at its meeting on 16th November 2011, be presented for Member's consideration.	Officer Report (Bill Norman)		The report, as requested by the Chair, was presented to Committee on 17/11/11. Committee agreed that a further report "be requested to present an update on the work of the Corporate Governance Committee to the next meeting of the Committee".	

REPORT 2 SUGGESTIONS FOR ADDITIONS TO WORK PROGRAMME COUNCIL EXCELLENCE: 31/01/12

Topic Description	Topic suggested by	How the topic will be dealt with	Estimated Completion Date
On 12/12/11, Council referred the draft Corporate Plan to the relevant Scrutiny Committees for comment.	Council meeting held on 12/12/11.		
Regarding Budget Projections 2012-15, agreed by Cabinet on 08/12/11, the Council meeting of 12/12/11 referred the sum of £1.4m pay provision to the Council Excellence Overview & Scrutiny Committee.	Council meeting held on 12/12/11.		

REPORT 3 PROPOSED OUTLINE MEETING SCHEDULE FOR THE MUNICIPAL YEAR COUNCIL EXCELLENCE: 2011 / 2012

Meeting Date	Topic Description
12/07/11	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Local Government Resource Review (Ian Coleman) Procurement Strategy (Ian Coleman) Housing Benefit / Council Tax Benefit Annual Report (Ian Coleman) Customer Services Annual Report (Ian Coleman) Development of an Outcome-based Commissioning Framework (Ian Coleman) Treasury Management Annual Report (Ian Coleman) Equality Implications of Council Budget (Jacqui Cross) Financial Out-turn 2010-11 (Ian Coleman) Final Local Government Finance Settlement 2011 / 2013 (Ian Coleman) Office Accommodation (Bill Norman) The People Strategy 2010-2013 (Chris Hyams) Q4 Performance Monitoring – Report concentrating on red / amber 'exceptions' plus a verbal update on the future (Emma Degg) Work Programme Update Forward Plan
15/09/11	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Office Accommodation (Ian Brand) Strategic Change Programme (Dave Green) Impact on employees of restructuring / redeployment, including the support in place for individuals (Chris Hyams) Replacement Programme Control System Software Forward Plan Work Programme Update

Meeting Date	Topic Description
27/09/11	Special Budget meeting: Financial Monitoring Statement (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Outcome Based Commissioning Community Budgets Treasury Management (Ian Coleman) Q1 Performance Monitoring – Report concentrating on red / amber 'exceptions' plus a verbal update on the future (Emma Degg) You Choose – Budget Consultation Budget Key Issues
17/11/11	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Treasury Management Q2(Ian Coleman) Medium Term Financial Strategy (Ian Coleman) Back Office Efficiencies (Ian Coleman) Customer Access Strategy (Ian Coleman) Capital Strategy (Ian Coleman) Procurement Strategy (Ian Coleman) Internal Audit Review (Ian Coleman) LGRR Business Rates Reform (Ian Coleman) EVR Restructures (Ian Coleman) EVR Capitalisation (Ian Coleman) EVR Capitalisation (Ian Coleman) Q2 Performance Monitoring – Report concentrating on red / amber 'exceptions' (Ian Coleman) Office Accommodation / Agile working (Ian Brand) Strategic Change Programme (Ian Coleman) Early Voluntary Retirement / Voluntary Severance and Organisational Changes (Chris Hyams) Masters in Business Administration (MBA) programme (Chris Hyams) Corporate Governance Forward Plan Work Programme Update

Meeting Date	Topic Description
31/01/12	Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Provisional Local Government Financial Settlement (Ian Coleman) Disposal of Confidential Waste (Ian Coleman) Corporate Governance (Bill Norman) You Choose Budget Simulator (Ian Coleman) Provision for Pay Inflation 2010-11, including referral from Council (Ian Coleman) Corporate Plan – Referral from Council Office rationalisation (Ian Brand) Staff consultation – 'Destination Excellence' Forward Plan Work Programme Update Exempt Item: Disposal of Confidential Waste – Tenders (Ian Coleman)
26/03/12	To be confirmed Financial Monitoring Statement (Ian Coleman) Revenues Incomes and Benefits (Ian Coleman) Budget Projections 2012/2015 (Ian Coleman) Treasury Management Q3(Ian Coleman) Q3 Performance Monitoring – Report concentrating on red / amber 'exceptions' (Ian Coleman) Plus more to follow

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REPORT 4 PROGRESS REPORT ON IN-DEPTH PANEL REVIEWS COUNCIL EXCELLENCE: 31/01/12

Title of Review	Members of Panel	Progress to Date	Date Due to report to Committee
None at present			

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Agenda Item 17

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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