

2008/09 Performance and Financial Review

1. Executive Summary

- 1.1 This report sets out performance of the Council's corporate plan towards delivering the vision of building a more equal and prosperous Wirral. This is one of a series of reports submitted throughout the year and is the full year performance and financial report for 2008/09. This report is intended to provide members with an overview of performance, financial, risk and sickness monitoring during 2008/09, the report then outlines progress towards achieving each of the council's five strategic objectives.
- 1.2 In March 2009, the Audit Commission announced that Wirral had received 3 stars under the 2008 Comprehensive Performance Assessment arrangements and was rated as improving well. Wirral's overall ranking out of 36 metropolitan councils significantly improved from 30th in 2006/07 to 13th in 2007/08. This demonstrates that significant improvements have been secured and Wirral Council is keen to further the improvements to the services delivered to Wirral residents.
- 1.3 This report sets out that overall performance of the 2008/09 corporate plan is good.
- Performance of the 72 projects within the corporate plan is very good with 57 (80%) either completed or on target for completion.
 - 13 (18%) projects are amber (some non-critical milestones missed / danger of non-critical slippage), and 1 project (1%) is red (critical milestones missed / serious slippage). Corrective action to bring these projects on track is provided.
- 1.4 Performance of the indicators identified within the corporate plan is also good. At the time of writing 58 of the 127 indicators within the corporate plan can be reported against targets. This is due to a large number of indicators being introduced in 2008/09, which therefore have no targets set. A further 48 are provided via external sources, e.g. partner organisations or central government, and data is not yet available.
- Of the 58 indicators mentioned above, 35 (60%) are rated as green or exceeding their targets, 13 (22%) are amber and 10 (17%) are red.
 - Some of the data within this report is currently provisional awaiting validation or estimated figures. This is noted accordingly within the report.
 - Appendix 1 report provides the status of all the 2008/09 corporate plan indicators.
- 1.5 Of the 127 indicators in the corporate plan only 38 can be compared to the previous year's performance due to the introduction of the national indicator set.
- Of these 38, 27 (71%) have improved, 5 (13%) have stayed the same and 6 (16%) have deteriorated.
- 1.6 The financial accounts for the year are presently being completed and Cabinet will receive detailed reports on revenue and capital in June. In terms of revenue the main overspend has been Adult Social Services which has been partially offset by savings / additional income from Treasury Management activities. Within capital the Children & Young People – Schools programme the schemes, and the progress

made, are controlled by the schools themselves. This has resulted in an element of the programme, plus associated resources, being moved to 2009/10. Risks to the delivery of the Corporate Plan are contained within the Strategic Objectives section of this report with an overview also included in section 14 of this report.

- 1.7 This will be the last report for the 2008/11 corporate plan following the implementation of the updated 2009/12 corporate plan from April 1st 2009.
- 1.8 The 2008/09 full year performance outturn for the full National Indicator Set will be reported, along with available comparator information, to Cabinet in July 2009.

2. Background

- 2.1 At its meeting on 19th March 2009, Cabinet recognised the need to present performance and finance information in a concise and timely fashion, in a manner easily accessible to members, and therefore requested a short and to the point report to be placed in the electronic library and a presentation made by the Director of Corporate Services to the next available Cabinet following the quarter end. A presentation will be made to the 28th May 2009 Cabinet meeting.

3. Performance summary:

The following table sets out a summary of performance against the indicators¹ and projects² identified within the corporate plan.

Strategic Objective	Performance Indicators (58)					Projects (71)			
	Over Performing	Green	Amber	Red	TOTAL	Green	Amber	Red	TOTAL
To create more jobs, achieve a prosperous economy and regenerate Wirral	50% (3)	33% (2)	0% (0)	17% (1)	6	82% (9)	18% (2)	0% (0)	11
To create a clean, pleasant, safe and sustainable environment	44% (8)	17% (3)	28% (5)	11% (2)	18	70% (14)	25% (5)	5% (1)	20
To improve health and well being for all, ensuring people who require support are full participants in mainstream society	25% (3)	33% (4)	25% (3)	17% (2)	12	87% (13)	13% (2)	0% (0)	15
To raise the aspirations of young people	0% (0)	75% (9)	8% (1)	17% (2)	12	89% (8)	11% (1)	0 (0)	9

Strategic Objective	Performance Indicators (58)					Projects (71)			
	Over Performing	Green	Amber	Red	TOTAL	Green	Amber	Red	TOTAL
Create an excellent Council	10% (1)	20% (2)	40% (4)	30% (3)	10	81% (13)	19% (3)	0 (0)	16
Total	(15)	(20)	(13)	(10)	58	(57)	(13)	(1)	71
%	26%	34%	22%	17%		80%	18%	1%	

¹ There are 127 indicators within the Corporate Plan. At the time of writing this report, 58 of these are able to be reported against targets set for 2008/09.

² There are 72 projects within the corporate plan. At the time of writing this report we are still awaiting data for 1 project.

4. Performance headlines for 2008/09

- Wirral has made significant progress to reduce the number of homeless households living in temporary accommodation and has become the second authority in Merseyside to achieve the 2010 government target.
- Recycling rates continued to improve during 2008/09 and the provisional full year figure is 33.59%. Wirral was the most improved metropolitan council for recycling rates in 2007/08.
- Wirral has made significant progress in reducing the numbers of children who are killed or seriously injured on our roads and has surpassed the 2010 target.
- Other headlines include:
 - Improvements in educational attainment
 - Business start ups
 - Improvements in street cleanliness
 - Numbers of anti-social behaviour incidents have reduced and during 2008/09 there have been 23% less reports than the target set

5. Performance issues to be addressed in 2009/10

- The impact of the recession continues to impact upon the performance of Wirral's services. The numbers of additional homes provided has not met the target due to a severely depressed housing market nationally. Despite the prevailing economic conditions, Wirral continues to make steady progress in reducing the number of residents claiming Incapacity Benefit. Wirral has seen a reduction in its Incapacity benefit rate that is double the national average. Lone Parent Benefit rates have remained stable in-line with the national trend. However, these reductions are negated by up to date figures for Job Seekers Allowance. The proportion of Wirral's working age population claiming JSA now stands at 5.2%

(9,520) compared to a regional rate of 4.5% (191,145) and an England rate of 4.0% (1,272,858). Wirral has seen a 1.7% point (3,070) increase from March 2008, which is less than the both the regional and national increase which stand at 1.9% points and 1.8% points respectively.

Additionally, Wirral businesses have felt the full impact of the global financial situation. A number of large redundancies have been announced, with complete plant closures and a lot of small businesses struggling with financial planning issues such as cash flow. Planned developments have been put on hold whilst access to finance has been a problem for most developers across Wirral. Overall, this will have a negative effect on GVA and whilst 2007 figures for GVA will be published in the 3rd quarter 2009/10, it will be time lagged. Therefore, given the impact outlined above GVA in Wirral will definitely be affected in real time terms despite the ongoing work of the Investment Strategy.

The Council has responded to the situation and designed a grant system to support businesses through difficult times with financial planning advice and access to grants. The existing grant scheme for larger projects has also been amended to reflect current market difficulties. The council continues to offer a wide range of support to business.

- Number of 16 to 18 year olds who are not in education, employment or training (NEET) failed to meet the local area agreement stretch target and therefore will not attract any performance reward grant. Performance has improved since last year; however significant challenges remain against the backdrop of the economic downturn.
- Self directed support continues to not meet the set target. An action plan is in place to increase the take up of direct payments.

6. Sickness monitoring information for 2008/09

6.1 The target for 2008/09 is 8.5 days. The actual for 2008/09 is 10.10 days. The number of days lost due to sickness in 2007/08 was 9.79 days.

7. Strategic Objective: To create more jobs, achieve a prosperous economy and regenerate Wirral

7.1 Priorities for improvement: **increase enterprise, reduce Worklessness**

Performance headlines for this strategic objective include:

- Number of jobs created and jobs safeguarded have exceeded targets as a result of the continued work by Invest Wirral to raise awareness of the support packages available.
- Determination of planning applications has seen improvements during 2008/09 with the percentage of planning applications determined within 8 weeks for 'minor' and 'other' applications having achieved targets.

7.2 The following projects have been **completed** or assessed as **green** (all milestones that should have been met at this point have been met):

- Integration of Wirral priorities through the new City Region Investment Agency
- Integration of Wirral priorities through the Merseyside Action Plan and Mersey Waterfront Regional Park
- Implementation of the Enterprise Strategy
- Co-ordinate the implementation of local, sub regional and regional enterprise development and business support strategies
- Implementation of the Full Employment and Skills plan
- Implementation of the City Region Employment Strategy
- Strategically plan and align activity and resources of all partners to respond to the challenges and opportunities of the Labour Market
- Coastal brand and associated day visitor campaign
- Strategic Leisure Review

7.3 Performance issues

The following indicators have not met the 2008/09 targets by more than 10% and are therefore assessed as **red**:

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Regeneration and Planning Strategy	157a	Percentage of planning applications determined within 13 weeks for major applications	70%	61.1%	Improved
<p>Corrective action: A number of Majors with S106 Agreements were signed off during the last quarter (despite being reported to Committee in time), 2 Major applications were deferred for site visits and missed the target date. The Scheme of Delegation for planning applications has been amended which will result in fewer applications going to Planning Committee and therefore increasing the chances of being determined in time and improving performance. Performance across the year exceeded the national target of 60% but failed to meet the 70% local target.</p>					

7.4 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Regeneration and Planning Strategy	Delivery of the Investment Strategy to increase GVA	Amber	The effects of the recession is impacting on Wirral's economy, and one of the main impacts of the global financial situation is that it will inevitably have a negative impact on GVA
Regeneration and Planning Strategy	Progressing the production of the Local Development Framework	Amber	Ongoing work to ensure that LDF milestones are achieved, including appointment of suitably qualified staff to support the LDF process.

7.5 Risks

The current downturn in the economy presents the greatest threat to this objective impacting upon levels of employment, the creation of new businesses, the viability of existing businesses and the delivery of new commercial developments in the borough.

8. Strategic Objective: Create a clean, pleasant, safe and sustainable environment

8.1 Priorities for improvement: **sustain improved levels of recycling, reduce the Council's carbon footprint, reduce number of people killed or seriously injured in road accidents**

Performance headlines for this strategic objective include:

- Target has been exceeded for the number of homeless households living in temporary accommodation.
- Targets to reduce crime have been met, including violent crime, assaults and domestic homicides.
- Anti-social behaviour incidents have improved from the previous year and have achieved set target as a result of the initiatives brought about by Wirral Anti-Social Behaviour Team.
- Projected figures for drug related re-offending have exceeded target.
- Wirral has this year surpassed its 2010 target for the reduction of children killed or seriously injured on our roads
- Number of homes acquired, demolished, refurbished or built as a result of HMRI investment has exceeded target.
- Provisional figures for household waste have exceeded targets due to greater diversion of waste from landfill.
- Percentage of household waste reused, recycled and composted continues to improve – provisional figure is 33.59%.
- Indicators measuring improved street and environmental cleanliness for levels of litter, detritus, graffiti and fly posting have all achieved or exceeded targets.

8.2 The following projects have been **completed** or assessed as **green** (all milestones that should have been met at this point have been met):

- Increase participation in alternate weekly collection scheme
- Promote waste minimisation initiatives to householders
- Encourage recycling and minimisation of municipal waste
- Develop and implement Wirral CRed initiative
- Development of Sustainability Unit within Wirral Council
- Develop neighbourhood management approach in deprived communities including education & enforcement
- Implement engineering measures to improve roads
- Work with Merseyside Police via the Accident Reduction Partnership to improve road safety
- Improve environmental quality across the Borough through improved operational performance of the strategic contract
- Develop initiatives to deliver road safety education, training and publicity
- Crime and Disorder Reduction Strategy
- Develop and agree a Sustainable Community Strategy

8.3 Performance issues

The following indicators have not met the 2008/09 targets by more than 10% and are therefore assessed as **red**:

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Housing and Community Safety	154	Net additional homes provided	500	218	Deteriorated

Context: The reason for the lower level of performance in 2008/09 is the severely depressed housing market nationally. The number of units coming to construction from the private sector has fallen considerably. The target of 500 was set by the Secretary of State through the Regional Spatial Strategy (RSS) based on previous economic conditions. RSS can only be adjusted through a formal review, expected to be completed by 2011. The completions recorded are net of losses such as demolitions, which have continued as part of publicly funded regeneration initiatives, which reduce the impact of any remaining new building on the target figure.

Corrective action: The scope for corrective action is severely limited. The granting of planning permission does not guarantee that the dwellings permitted will be constructed. HMRI and other sources of public funding is continuing to support the housing market locally in targeted areas of east Wirral but is not sufficient to match the previous levels of completions by the private sector. The Council is preparing a Strategic Housing Land Availability Assessment to identify a longer term supply of available, suitable and deliverable housing land and has written to housing developers with planning permission to identify their future intentions and to identify any constraints to development.

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Environment	188	Planning to adapt to climate change	1	Progress delayed	N/A

Corrective action: As identified in the Corporate Risk Register progression to Level 0 not expected before May 2010 and is dependent upon the setting up of the Sustainability Unit, as agreed by Cabinet, and the appointment of the Climate Change Officer within the department of Law, HR & Asset Management.

8.4 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Environment	Continue the Energy Efficiency Investment Programme	Amber	The cavity wall and boiler house insulation project and the electrical energy efficiency project are temporarily on hold due to technical reasons. Work is continuing on the remaining projects within the programme.
Environment	Affordable Housing Strategy	Red	Set as Amber due to NI155 which is the measure against this key project cannot be reported until Sept 09 (as per the national definitions guidance manual) and there is an outstanding query which needs to be addressed with GONW concerning the negotiation process and the data agreed for the targets set.
Housing and Community Safety	Anti Social Behaviour Strategy	Amber	Draft Strategy circulated for consultation July 2009. Completed strategy reported to Committee 30th September 2009

Portfolio	Key project	Status	Corrective Action
Culture	Develop and implement heritage strategy	Amber	Development of draft strategy timetable to be reprogrammed to allow for further consultation with English Heritage (in the light of SAR findings). Expect to now start tender process Dec 09.

8.5 Risks

The economic position poses the greatest current threat to this objective. Some of the potential impacts include a reduction in the number of Home buy schemes, a potential fall in recycling performance due to decreasing demand for recyclable waste materials and a decline in householders and businesses taking up subsidies for energy efficiency improvements.

9. **Strategic Objective: To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society**

9.1 Priorities for improvement: **promote greater choice and independence.**

Performance headlines for this strategic objective include:

- Carers receiving needs assessment or review and a specific carers' service or advice and information continues to over-perform against its target.
- People supported to live independently through social services continues to perform well, and is now over-performing against its target.

9.2 The following projects have been **completed** or assessed as **green** (all milestones that should have been met at this point have been met):

- High risk CVD screening programme
- Diabetes screening
- Community interventions for adults with lifestyle risks factors
- Enablement and reablement
- Carers strategy
- Promoting independence
- Develop self directed support services
- Joint Strategic Needs Assessment
- Preventing and reducing the risk of falls of older people
- Reducing the risk of suicide among people who self harm
- Develop initiatives across the council which promote health and enable people to live health lifestyles
- Work of the family safety unit
- Alcohol Harm Reduction Strategy

9.3 Performance issues

The following indicators have not met the 2008/09 targets by more than 10% and are therefore assessed as **red**:

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
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Social Care and Inclusion	130	Social care clients receiving self directed support (direct payments and individual budgets	322.3	154.0	N/A
Context: For 2008/09 this indicator counted the number of people across all ages receiving direct payments and not individual budgets. There is an action plan in place to increase the take up of direct payments, although this target has not been achieved.					
Corrective action: Personal budget pilot will impact on this indicator in Quarter 2 of 2009/10. This indicator is in the Department's Balanced Scorecard for all of the Access and Assessment Branch, and take up of Direct Payments and Personal Budgets will be monitored through performance surgeries and action plans.					

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Social Care and Inclusion	146	Adults with learning disabilities in employment	8.3%	3.2%	N/A
Context: The target has not been met due mainly to the external economic climate: fewer vacancies and more demand for those vacancies, which has caused problems for Employment Support Staff.					
Corrective action: Efforts will continue next year to find paid employment for adults with learning difficulties using programmes such as Wirral JOBS. Additionally DASS will support people in voluntary roles if they are available.					

9.4 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Social Care and Inclusion	Implement the Strategic Framework for Health and Wellbeing	Amber	Appointments have been made at a senior level, and restructuring of the Integrated Communities and Wellbeing Branch is underway to deliver on the strategic framework.
Social Care and Inclusion	Access and assessment arrangements	Amber	Branch restructuring in final phase of implementation. Target date of May 2009 for final appointments to remaining posts. Staff deployment to new localities from 4th May 2009.

9.5 Risks

The Transformational Change Programme being lead by Adult Social Services and focussed on delivering the personalisation agenda remains critical to the achievement of the aims of this objective. The increasing number of children with complex needs who are moving to adulthood challenges our ability to support people to live independently.

10. Strategic Objective: To raise the aspirations of young people

10.1 Priorities for improvement: **safely reduce looked after children, raise overall educational attainment, particularly lower achieving young people.**

Performance headlines for this strategic objective include:

- Improvement in educational attainment indicators including, Key Stage 2, A* - C GCSE
- Stability of placements of looked after children indicators are all on target and have improved from last year

10.2 The following projects have been **completed** or assessed as **green** (all milestones that should have been met at this point have been met):

- Project plan to close the attainment gap where poverty affects achievement
- Strategies Intervention project
- Develop a range of intervention strategies to support underachieving and under attaining pupils
- Develop literacy and numeracy via family learning programmes
- Project plan to safely reduce the number of looked after children
- Implement the childhood obesity plan
- Raise the aspirations and develop abilities of young people via the Wirral Aim Higher programme

10.3 Performance issues

The following indicators have not met the 2008/09 targets by more than 10% and are therefore assessed as **red**:

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Children's Services and Lifelong Learning	101	Looked after children achieving 5 A*- C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	13.5%	10.5%	Improved
<p>Context: The cohort of children in care is small and ever changing. Children in this group are amongst the most vulnerable and often have special educational needs. Historically children in care in Wirral out perform those nationally.</p>					
<p>Corrective action: Provisional local data, pending DCSF validated data release at end of April. - The attainment of looked-after children is examined on an individual basis and various factors that might affect performance are taken into account, such as level of attendance. Designated teachers for Looked After Children are in place. Schools have been given an additional £500 per pupil through their budgets to assist in work to support Looked After Children.</p>					

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Children's Services and Lifelong Learning	117	16 to 18 year olds who are not in education, employment or training (NEET)	7.4%	9.1%	Improved

Corrective action: The end of year performance was achieved against a back drop of significant economic downturn. There was a significant reduction in the number of vacancies for young people in the borough. Focused Activity with the NEET cohort during December led to a return for that month of 8.49%, a 5 year low for NEET in the Borough. Partnership activities are required to sustain this effort as outlined in the Borough EET strategy. The Authority EET Action plan is in place which outlines partner responsibilities and contributions to achieving the NEET target. The Wirral Wise Programme, supported by ESF, has commenced, with its 3 strands of interventions targeted at young people who are NEET, aimed at progression via placements and work trials. The September Guarantee thresholds have been met in Wirral this year, with: 94.95% of Year 11 and 80.51% of 17 year olds having a recorded offer of a place in EET. Targeted action with vulnerable young people and within NEET hotspot areas continues. An Apprenticeship Programme is planned to be in place for September 2009, targeted at stimulating demand among employers for 100 new apprenticeships. Wirral's 14-19 offer is in place, providing a rich menu for students including: Diplomas, foundation Learning Tier, General Qualifications and Apprenticeships. The student offer will be enhanced by access to impartial Information Advice Guidance and Support. All year 11 leavers and those leaving one year post 16 programmes of study have the offer of a guarantee of a place in Learning. This offer is supported by the electronic prospectus 'Ichoosewirral.org.uk' detailing post 16 opportunities and the common application process.

10.4 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Children's Services and Lifelong Learning	Ensure there are no schools in Ofsted categories	Amber	Intervention and support provided to the one school in a category, now expected to come out of category on next inspection in the Spring.

10.5 Risks

Changes in the economic climate reduce the availability of opportunities for young people Not in Education Employment or Training (NEET). The Council has recently sought to assist by the approval of the Wirral Apprenticeship Programme. The Baby P case has raised the profile of safeguarding nationally and could lead to greater caution and more referrals to children's social care. The Council has responded to this by increasing this area of the budget in 2009/10.

11. **Strategic Objective: To create an excellent council**

11.1 Priorities for improvement: **maintain a sustainable and stable budget, providing value for money, improve the council's budgeting process to fully reflect its priorities**

Performance headlines for this strategic objective include:

- Percentage of calls handled through the call centre has improved
- Agreed a budget which is sustainable
- Contained expenditure within agreed budgets

11.2 The following projects / activities have been completed or assessed as on target for completion:

- Undertake a Strategic Asset Review
- Deliver and implement the people strategy
- Agree a budget which is sustainable, and which identifies resources for further developing Council Services.
- Contain expenditure within agreed budgets and provide services to agreed standards.
- Review comparative data to ensure we provide our services most cost effectively taking into the needs of our community
- Implement our procurement strategy to ensure that services and goods are acquired economically and efficiently, and if advantageous, in partnership with others.
- Delivering the pay review
- Reflect the implications of the priorities in the Corporate Plan in our Medium Term Financial Plan and corporate planning processes.
- Further integrate the risk management, planning and financial processes to enable better-informed decision making and enhanced service delivery.
- Delivery of integrated marketing programme for all council Services
- Customer Access Strategy
- Negotiate and agree Local Area Agreement
- Review partnership and governance arrangements for LSP

11.3 Performance issues

The following indicators have not met the 2008/09 targets by more than 10% and are therefore assessed as **red**:

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Community and Customer Engagement	Local 2004	Number of complaints registered on Council's procedure	933	1281	Deteriorated
<p>Context: Customer feedback is now recorded on the Customer Relationship Management (CRM) system and includes both complaints and compliments. The complaints primarily related to the Strategic Asset Review and the figures do not include responses sent to the Department of Law, HR and Asset Management. Children and Adult Social Services statutory complaints are now included in this report (handled under legislation outside the Council's corporate complaints' policy).</p> <p>The number of compliments continues to increase particularly in respect of Adult Social Services.</p>					

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Corporate Services	Local 6273a	The level of the Equality Standard for Local Government to which the authority conforms.	3	2	Stayed the same
<p>Context: The IDeA were planning no new assessments during March and April 2009 due to the launch of the new equality framework for local government. We had planned to be assessed during March.</p>					

Corrective action: The two day on site assessment is now booked for the 20th & 21st May 2009. It is therefore anticipated that we will achieve level 3 in May 2009.

Portfolio	PI no	Title	2008/09 Target	2008/09 Actual	Direction of travel
Corporate Services	Local 6275	The number of working days / shifts lost due to sickness absence	8.5	10.10	Deteriorated

Corrective action: Targets were set for this indicator prior to recent organisational changes, and will be altered next year, accordingly.

11.4 The following projects have been assessed as **amber** (some non-critical milestones have been missed or there is a danger of non-critical slippage) or **red** (critical milestones have been missed or there is serious slippage):

Portfolio	Key project	Status	Corrective Action
Finance and Best Value	Implement agreed change programme.	Amber	Cabinet agreed, on 23rd April, to the addition of a further two programmes to the overall Change Programme and to enhanced management and reporting arrangements. A Strategic Change Programme (SCP) Board has been created to oversee the Change Programme and to ensure that it remains on course to deliver the desired outcomes. Each of the six programmes will now report to the SCP Board with quarterly reports to Cabinet.
Finance and Best Value	Exceed government standards for Housing and Council Tax benefits and Council Tax collection.	Amber	A higher number of Housing Benefits changes are currently being identified. Newly trained staff will be in a position to address this in 09/10. Council tax and Housing Benefit processing still on target.
Corporate Services	Review of democratic admin processes	Awaiting status	
Community and Customer Engagement	Develop comprehensive engagement strategy and compact agreement with the voluntary and community sector	Amber	Strategy will be going to the 28 th May Cabinet for sign off

11.5 Risks

The delivery of the Strategic Change Programme, in particular the Strategic Asset Review, is critical to the Council's ambitions in this area. Failure to successfully implement these currently represents the greatest potential threat to this objective. The economic position also impacts upon the Council's financial position in terms of increasing demand for services, potential reduction in income including from investment income and Government Grant. The position continues to be regularly monitored.

12. FINANCIAL MONITORING

- 12.1 The net Council spend for 2008/09 was £299 million. When setting the 2008/09 budget the projected balances at 31 March 2009 were initially £5 million. This was recently revised to £8.5 million when setting the 2009/10 budget. Subsequent revisions to Adult Social Services (increased overspend of £0.9 million) and Treasury Management (underspend now £0.3 million greater) have revised the projection to £7.9 million.
- 12.2 **Adult Social Services** **£4.4 million overspend**
The pressures of increasing demand for care services that resulted in an overspend in 2007/08 remained throughout 2008/09. With issues around the delivery of savings the latest projections indicate a £4.4 million overspend. The Director has presented detailed reports to Cabinet since 4 September when a projected £3.5 million overspend was highlighted.
- 12.3 **Regeneration** **£0.8 million overspend**
Income generation and energy costs are both largely outside the control of the Department and both are projected to be at variance with the budget. With the impact of the Service Re-engineering savings targets an overspend is likely. This has partially been offset by the release of reserves and provisions.
- 12.4 **Technical Services** **£0.7 million overspend**
The budget is reliant upon income from car parking and planning and, as in previous years, the Director is highlighting shortfalls in these areas. Whilst a series of budget virements were agreed by Cabinet pressures still remain and with winter maintenance costs there is a projected overspend.
- 12.5 **Finance** **£0.8 million underspend**
The spend, and associated Government grant, in respect of Council Tax Benefit and Housing Benefit payments are the largest individual budgets in the Council. Continuing improvements have been made through a combination of the opportunities offered by the Integrated Tax and Benefits System, improvements and efficiencies to the management and handling of claimants through the Customer Access channels and the maximisation of grant support from the Government. Additional to the savings agreed for 2008/09 a further £0.8 million saving was realised during the year.
- 12.6 **Treasury Management** **£3.1 million underspend**
Cash flow management and the need to borrow to fund investment has been re-engineered. This reduced the requirement for temporary borrowing, and the savings achieved in 2007/08 continued, delivering £0.7 million in 2008/09. Further benefits were a reduced need to borrow to fund the capital programme (£0.6 million) and the opportunity to access increased rates offered by the banking sector taken earlier this year (£1.8 million). Looking forward market conditions are less favourable and the decline in income has been reflected in the future budget.
- 12.7 Further supporting information is available in the Financial Monitoring Summary appendix 2.

13. CAPITAL MONITORING

13.1. The capital programme 2008/11 was approved by Council on 17 December 2007 and the 2009/12 programme by Council on 15 December 2008. Monitoring compares the original programme with the latest forecast and incorporates changes, including slippage, agreed by Cabinet.

13.2. Adult Social Services

The review of intermediate care will impact upon the decisions regarding adult accommodation provision. This resulted in Cabinet agreeing to the scheme for Poulton House being removed and other schemes are therefore subject to further consideration pending the outcome of the review.

13.3. Children and Young People

The Building Schools for the Future (BSF) - One Pathfinder Woodchurch High School project progresses with the timescales agreed with the Department for Children, Schools and Families. A start on site was made in March 2009. Under the national scheme to develop Children's Centres Phase 1 and Phase 2 all 19 centres have now been opened.

The variations are primarily in respect of schools schemes. These are largely determined by the schools, themselves, with an element of the programme, plus associated resources, moved to 2009/10.

13.4. Regeneration

The Oval Sports Centre successfully re-opened after a substantial programme of works and the new Floral Pavilion which was officially opened in December.

The increase from the approved programme related to the Special Initiatives element which includes schemes and related funding in respect of Objective One and the Single Regeneration Budget. The schemes contribute towards the conclusion of the Merseyside-wide programme which is not due to complete until 2010.

The Housing Market Renewal Initiative (NewHeartlands) progresses although the impact of the worldwide and national financial situation is affecting developers. The size and nature of the programme requires both the programme and the funding to be more flexible with the re-phasing of expenditure and resources kept under review to maintain progress.

13.5. Technical Services

The Marine Lake scheme is underway having been the subject of substantial external grant funding and the highways programme and financing reflect the decision of Cabinet agreeing to the reduction in the amount of works that could be capitalised in 2008/09.

13.6 Further supporting information is available in the Capital Monitoring Summary appendix 3.

14. RISK MONITORING

14.1. The Corporate Risk Register was agreed by Cabinet on 13 March 2008 and the update agreed on 10 December 2008. This included actions to mitigate the impact of the risks upon which progress has been reported quarterly.

14.2 In considering risks to strategic objectives information has been drawn not only from returns from Council departments but also from the quarterly performance monitoring report to the Local Strategic Partnership Executive Board.

14.3. The two major issues identified as posing the greatest risk to the achievement of the Council's objectives are;-

The impact of the economic situation as it has particularly affected delivery of the Investment Strategy; the financial position of the Council (although Treasury Management actions have been beneficial in 2008/09 but for 2009/10 the reduction in income has been built into the projections), and capital where developers are facing increasing difficulties in securing the necessary finances.

The successful delivery of the Strategic Change Programme. This includes the Adult Social Services Transformational Change Programme and the Strategic Asset Review. These have identified a number of outcomes including financials that were reflected within future year budgets. Managing progress on delivering the agreed actions now forms part of the Strategic Change Programme.

14.4 Further supporting information is available in the Risk Monitoring Summary appendix 4.

15. Financial implications

Any financial implications are contained in section 12 and 13 of this report.

16. Staffing implications

There are no specific staffing implications arising from this report.

17. Equal Opportunities implications

The implementation of the Council's corporate plan will have positive equal opportunities impact.

18. Community Safety implications

Any community safety implications are contained in section 8 of this report.

19. Local Agenda 21

The implementation of the Council's corporate plan will have a positive impact on the local agenda 21.

20. Planning implications

There are no specific planning implications arising from this report.

21. Anti-poverty implications

The implementation of the Council's corporate plan will have positive anti-poverty impact.

22. Social inclusion implications

The implementation of the Council's corporate plan will have a positive impact on social inclusion.

23. Local Member Support implications

There are no local member support implications arising from this report.

24. Background Papers

- Wirral Corporate Plan 2008/11
- Quarter Three Performance and Financial Review – 19th March 2009 Cabinet

S. Maddox

Chief Executive

This report was prepared by Lucy Beed and Tom Sault, who can be contacted on 8006 and 3407.

Appendices:

Appendix 1 – Corporate Plan Performance Indicator Summary

Appendix 2 – Financial Monitoring Summary

Appendix 3 – Capital Monitoring Summary

Appendix 4 – Risk Monitoring Summary

Corporate Plan Performance Indicator Summary

Rating Tolerances:

Green (within +/-5% of the target)
Amber (missed or exceeded target by more than 5% but less than 10%)
Red (missed target by more than 10%)
Over-performing (more than 10% of the target)

Corporate Objective: Create more jobs, achieve a prosperous economy and regenerate Wirral

Title	2008/2009 Actual	2008/2009 Target	On Target	Direction of Travel
NI 148 Care leavers in education, employment or training	Baselined 08/09.			
NI 152 Working age people on out of work benefits	Data provided by DWP – expected 27.05.09.			
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods (WNF)	Data provided by DWP – expected 27.05.09.			
NI 157a % of planning applications determined within 13 weeks for Major applications.	61.1%	70%	Red	↑
NI 157b % of planning applications determined within 8 weeks for Minor applications	78.9%	80%	Green	↔
NI 157c % of planning applications determined within 8 weeks for Other applications	87.8%	85%	Green	↑
NI 165 Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	Latest data available is Q3. The 2008/09 figure is expected December 09.			
NI 171 New business registration rate	Baselined 2008/09.			
LOCAL 4128 Number of new business start-ups supported through Wirral Biz or Business Link in Wirral as measured by data from both organisations	314	262	Over Performing	↑
LOCAL 6227 The number of visits recorded on the Wirral Tourism Website - www.visitwirral.com	Cannot be reported due to changes in website.			
LOCAL 6245 Number of jobs safeguarded.	535	400	Over Performing	↓
LOCAL 6246 Total Investment value £ via Invest Wirral	£17135307	£10000000	n/a	n/a
LOCAL 6247 Number of jobs created via Invest Wirral	434	276	Over Performing	↑
LOCAL 6280 The amount of floor space (ha) developed for employment use	Baselined 2008/09.			
LOCAL 6281 Increase in NVQ Level 2 Skills for Employment in the worst performing neighbourhoods	Latest data available is Q3. The 2008/09 figure is expected December 09.			
LOCAL 6282 GVA per capita	Latest data available is Q3. The 2008/09 figure is expected December 09.			

Corporate Objective: Create a clean, pleasant, safe & sustainable environment

Title	2008/2009 Actual	2008/2009 Target	On Target	Direction of Travel
NI 15 Number of most serious violent crimes (PSA 23: Priority Action 1) per 1000 population	0.38 (Lower is Better)	0.37	Green	n/a
NI 20 Number of "Assaults with less serious injury" (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	5.05 (Lower is Better)	5.48	Amber	n/a
NI 34 Number of domestic homicides per 1,000 population	2	2	Green	n/a
NI 41 Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	Baselined 08/09 – Place Survey			
NI 47 People killed or seriously injured in road traffic accidents	10.3%	11.3%	Amber	n/a
NI 48 Children killed or seriously injured in road traffic accidents	25%	16.3%	Over Performing	n/a
NI 154 Net additional homes provided	218	500	Red	↓
NI 155 Number of affordable homes delivered (gross)	Awaiting Data - September 2009			
NI 156 Number of homeless households living in Temporary Accommodation	4 (Lower is Better)	18	Over Performing	n/a
NI 185 CO2 reduction from local authority operations	Baselined 08/09.			
NI 186 Per capita reduction in CO2 emissions in the LA area	Data provided by Dept of Energy & Climate Change – Due 23.09.09			
NI 187a Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating	Baselined 08/09.			
NI 187b Tacking fuel poverty - % of people receiving income based benefits living in homes with a high energy efficient rating	Baselined 08/09.			
NI 188 Planning to Adapt to Climate Change	Progress delayed	1	Red	n/a
NI 189 Flood and coastal erosion risk management	Baselined 2008/09.			
NI 191 Residual household waste per household	579.02 (Lower is Better)	636	Amber	↑
NI 192 Percentage of household waste sent for reuse, recycling and composting	33.59%	34%	Green	↑
NI 193 Percentage of municipal waste land filled	63.06% (Lower is Better)	59.65%	Amber	↑
NI 194a Air quality – reduction in NOx emissions through local authority's estate and operations	Baselined 08/09.			
NI 194b Air quality – % reduction in NOx emissions through local authority's estate and operations	Baselined 08/09.			
NI 194c Air quality – reduction in primary PM10 emissions	Baselined 08/09.			

through local authority's estate and operations				
NI 194d Air quality – % reduction in primary PM10 emissions through local authority's estate and operations	Baselined 08/09.			
NI 195a Improved street and environmental cleanliness (levels of litter)	7% (Lower is Better)	8%	Over Performing	n/a
NI 195b Improved street and environmental cleanliness (levels of detritus)	9% (Lower is Better)	10%	Amber	n/a
NI 195c Improved street and environmental cleanliness (levels of graffiti)	4% (Lower is Better)	7%	Over Performing	n/a
NI 195d Improved street and environmental cleanliness (levels of fly posting)	0% (Lower is Better)	1%	Over Performing	n/a
NI 197 Improved Local Biodiversity - proportion of Local Sites where positive conservation management has been or is being implemented	Awaiting Data - 12th May			
LOCAL 4049 Total number of homes acquired, demolished, refurbished or built as a result of HMRI investment	1122	950	Over Performing	↓
LOCAL 4206 Number of reported incidents of anti-social behaviour	15524 (Lower is Better)	17917	Over Performing	↑
LOCAL 8431 Rate of Drug Related Offending	37% (Lower is Better)	45.0%	Over Performing	↑

Corporate Objective: Improve health and well being for all, ensuring people who require support are full participants in mainstream society

Title	2008/2009 Actual	2008/2009 Target	On Target	Direction of Travel
NI 8 At least 3 days per week by 30 minutes participation in moderate exercise. (All Adults)	24.8%	21.5%	Over Performing	↑
NI 39 Alcohol-harm related hospital admission rates	2407.3 (Lower is Better)	2581	Amber (estimate)	n/a
NI 40 Number of drug users recorded as being in effective treatment	2275	2275	Green (estimate)	n/a
NI 55 Obesity in primary school age children in Reception	9.57% (Lower is Better)	9.23%	Green	↓
NI 56 Obesity in primary school age children in Year 6	19.11% (Lower is Better)	19.9%	Green	n/a
NI 119 Self-reported measure of people's overall health and wellbeing	Baselined 08/09 - Place Survey			
NI 120a All-age all cause mortality rate (Male)	773 (Lower is Better)	735.00	Amber (estimate)	n/a

NI 120b All-age all cause mortality rate (Female)	555.9 (Lower is Better)	513.00	Amber (estimate)	n/a
NI 130 Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	154.0	322.3	Red	n/a
NI 134 The number of emergency bed days per head of weighted pop	Baselined 08/09.			
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	25.46%	18.0%	Over Performing	n/a
NI 136 People supported to live independently through social services (all adults)	2842.49	2185.80	Over Performing	n/a
NI 146 Adults with learning disabilities in employment	3.2%	8.3%	Red	n/a
LOCAL 8432 Establish cohort of clients aged 16-35 with two or more episodes of self harm in the last 12 months who subsequently become engaged in meaningful social activities.	2	2	Green (estimate)	n/a

Corporate Objective: Raise the aspirations of young people

Title	2008/2009 Actual	2008/2009 Target	On Target	Direction of Travel
NI 61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	64.7%	68.0%	Green	↑
NI 62 Stability of placements of looked after children: number of placements	11.4% (Lower is Better)	11%	Green	↑
NI 63 Stability of placements of looked after children: length of placement	65.5%	63.0%	Green	↑
NI 68 Percentage of referrals to children's social care going on to initial assessment	67.6%	71%	Green	
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	49%	54%	Amber	↑
NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2	75%		Baselined 08/09.	↑
NI 75 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	50.2%	52%	Green	↑
NI 87 Secondary school persistent absence rate	4.9% (Lower is Better)		Baselined 08/09.	↑
NI 90 Take up of 14-19 Learning Diplomas	Data provided by DCSF – Expected 28.10.09.			
NI 91 Participation of 17 year-olds in education or training	Data provided by DCSF – Expected 29.07.09.			
NI 92 Narrowing the gap between the lowest achieving 20% in	31.9%	31.5%	Green	↑

the Early Years Foundation Stage Profile and the rest	(Lower is Better)			
NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	85%		Provisional data.	↑
NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	77.4%		Provisional data.	↑
NI 99 Looked after children reaching level 4 in English at Key Stage 2	61.5%	60%	Green (provisional)	↑
NI 100 Looked after children reaching level 4 in maths at Key Stage 2	61.5%	62.5%	Green (provisional)	↑
NI 101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)	10.5%	13.5%	Red (provisional)	↑
NI 102a Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2	21.8% (Lower is Better)	22.8%	Green (provisional)	↑
NI 102b Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4	37.4 (Lower is Better)		Provisional data	↔
NI 104 The Special Educational Needs SEN/non-SEN gap – achieving Key Stage 2 English and Maths threshold	51.2% (Lower is Better)		Provisional data.	↑
NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	46.4% (Lower is Better)		Provisional data.	↓
NI 106 Young people from low income backgrounds progressing to higher education	Data provided by DCSF – Expected 25.11.09.			
NI 107a – p Key Stage 2 attainment for Black and minority ethnic groups	Baselined 08/09.			
NI 108a – p Key Stage 4 attainment for Black and minority ethnic groups	Baselined 08/09.			
NI 115 Substance misuse by young people	Baselined 08/09.			
NI 117 16 to 18 year olds who are not in education, employment or training (NEET)	9.1% (Lower is Better)	7.4%	Red	↑

Corporate Objective: Create an excellent Council

Title	2008/2009 Actual	2008/2009 Target	On Target	Direction of Travel
NI 14 Reducing avoidable contact, minimising the proportion of customer contact that is of low or no value to the customer.	Awaiting Data – 30.04.09			
NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year.	Awaiting Data - July 2009			
NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	1088.65	620	Over Performing	n/a

NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change.	15.07 (Lower is Better)	16.4	Amber	n/a
LOCAL 2004 Number of complaints registered on Council's procedure	1281 (Lower is Better)	933	Red	↓
LOCAL 2063 Percentage of calls handled through the Call Centre.	86.1%	95%	Amber	↑
LOCAL 2067 Efficiencies gained through procurement.	£2123450	£2200000	Amber	n/a
LOCAL 2068 Section 25 report from Section 151 Officer	1	1	Green	n/a
LOCAL 2069 Number of visits to the Council's website	65389	61725	Amber	↔
LOCAL 2073 Percentage of Council Tax collected	96.7%	96.8%	Green	↔
LOCAL 6273a The level of the Equality Standard for Local Government to which the authority conforms.	2	3	Red	↔
LOCAL 6275 The number of working days/shifts lost due to sickness absence	10.10	8.5	Red	↓

FINANCIAL MONITORING SUMMARY**REPORT OF THE DIRECTOR OF FINANCE****1. EXECUTIVE SUMMARY**

1.1 This is one of a series of reports submitted throughout the year presenting an overview of the financial performance of the Council. It details any variations and provides a summary of the overall implications for the General Fund.

2. FINANCIAL MONITORING

2.1 Cabinet on 3 April 2008 agreed that I would provide this summary report to Cabinet and to Finance & Best Value Overview Committee following the end of each quarter and that it would compare spend against the approved budget. To support this each departmental Chief Officer provides an update on their departmental budget that includes references to growth items, savings and any other variations from the approved budget.

2.2 Members of Cabinet, Finance & Best Value Overview & Scrutiny Committee and Committee chairs also receive a monthly Financial Monitoring Statement.

3. FINANCIAL YEAR 2008/09

3.1 Subsequent to the agreement of the budget at Council on 3 March 2008 there were variations to reflect the final levies and the re-allocation of central and departmental recharges to reflect the agreed savings in departmental budgets. On 2 March 2009 Council agreed the budget for 2009/10 which incorporated an updated Current Budget for 2008/09. The table shows the Budget originally reported to Council with the Current Budget.

Expenditure	Council Budget	Current Budget
	£	£
Adult Social Services	86,671	91,206
Children & Young People	70,560	75,746
Corporate Services	6,422	5,920
Finance	20,526	16,077
Law, HR and Asset Management	0	3,156
Regeneration	41,229	43,883
Technical Services	35,609	39,202
Treasury Management	11,755	3,848
Potential overspendings	0	1,400
Merseytravel	25,311	25,311
Local Pay Review	4,546	4,545
Contribution (from) balances	(4,102)	(9,751)
Local Auth Business Growth grant	0	(1,300)
Net Expenditure	298,527	299,243

4. FINANCIAL MONITORING 2008/09

4.1 Progress on implementing Policy Options

4.1.1 The growth and policy options agreed as part of the budget have been implemented. In respect of Corporate Services the expansion of participatory budgeting through the Area Forums and the You Decide initiative was reported to Cabinet on 19 March 2009.

4.2 Progress on delivering savings

4.2.1 The savings target for Adult Social Services is £4.5 million and the successful delivery was reliant upon the progression of employee related issues which meant that not all were achieved in 2008/09. The Director presented a report to Cabinet on 4 September and investigated alternative and one-off savings.

4.2.2 Within the Children and Young People Department target of £4 million were a number that involve a re-structuring of service areas that impact upon employees. The timing of the implementation and the scale of these savings placed additional pressures upon the existing vacancy control targets and the Director identified actions to offset any increased costs in 2008/09.

4.3 Impact of any Cabinet decisions that have budgetary implications

4.3.1 Cabinet on 26 June agreed a report of the financial out-turn for 2007/08 following the completion of the year-end accounts. Overall this resulted in an increase in the projected balances at 31 March 2008 by £2.5 million. The main spending pressures being within Adult Social Services but were more than offset by the increase in Housing Benefit grant and the benefits that accrued from Treasury Management activities.

4.3.2 Cabinet on 9 July agreed releasing £3 million from the Insurance Fund reserve to the general balance. This is a result of the continuing improved performance in respect of insurance and risk management as reflected in the annual Actuarial assessment and the potential liability for claims.

4.3.3 On 23 July a report was presented to Cabinet on fuel and energy costs. It was agreed that £780,000 be provided from balances this year to meet the increased energy costs for street lighting in Technical Services and £125,000 for fuel costs relating to Children & Young People transport costs. Financial pressures were identified based upon the likely outcome of the new energy contracts due to be tendered. The same meeting also agreed that the receipt of the final payment of the Local Authority Business Growth Incentive (LABGI) grant of £1.3 million be added to balances.

4.3.4 It was reported to Cabinet on 16 October that following the Audit of the Statement of Accounts for 2007/08 the amount included within the 2008/09 budget for the capitalisation of highways improvements was reduced by £2 million.

4.3.5 Cabinet on 6 November agreed to fund a number of improvement teams within the Adult Social Services and Finance Departments from the Efficiency Investment Budget in 2008/09 totalling £2.2 million which released equivalent resources to the General Fund balance.

- 4.3.6 On 10 December Cabinet agreed to transfer reserves and provisions totalling £360,000 into the General Fund balance and that the £230,000 which related to Regeneration be used to offset the projected departmental overspend.
- 4.3.7 Further to Section 4.3.3 Cabinet on 5 February received an update on the Electricity and Gas Contract renewals. The increased costs of £1.5 million for 2008/09 being less than the £2.6 million projected in July as a consequence of more favourable fluctuations in what was a volatile energy market.
- 4.3.8 Throughout the year decisions were taken by Cabinet over the allocation of the £5.3 million Efficiency Investment Budget. These are detailed in the Estimates 2009/10 report submitted to Cabinet on 23 February.
- 4.3.9 Cabinet on 23 February agreed, as confirmed by Council on 2 March, the Council Budget for 2009/10. This also included the updated budget for 2008/09 which incorporated the items identified in the preceding sections of this report and for projected overspends of £1.4 million.

4.4 Variations from the approved budget

- 4.4.1 The following sections highlight the issues in those areas of the budget that are identified as key risks in delivering the objectives of the department within the available resources. All are subject to closer monitoring because of the volatile nature of either demand or cost or because in recent years they have experienced pressures in keeping to the agreed budget.

4.4.2. Adult Social Services

The pressures of increasing demand for care services that resulted in an overspend in 2007/08 remained within community care services throughout 2008/09. With the issues highlighted previously around the savings the latest projections now indicate a £4.4 million overspend. The Director has presented detailed reports to Cabinet since 4 September when a projected £3.5 million overspend was being highlighted.

4.4.3. Children and Young People

The areas that are the most volatile remain as Special Education Needs (SEN) and care services in respect of Looked After Children. Budget pressures from the care of young people have again resulted in an overspend. The impact of the savings is affecting employee budgets and, as highlighted previously, is placing pressures on the achievement of vacancy control targets. The Director has, through a combination of spend reduction measures and use of grant, taken actions to contain spend within the budget available and address the projected overspend of £3 million identified in June.

4.4.4 Corporate Services

A report to Cabinet on 25 September set out the budget virements required as a consequence of the creation of the Department of Law, Human Resources and Asset Management. On the budget remaining there are no variations.

4.4.5. Finance

The spend, and associated Government grant, in respect of Council Tax Benefit and Housing Benefit payments includes the largest individual budgets in the Council. The service is subject to numerous performance and control measures to ensure that individuals receive the benefits to which they are properly entitled and the Council maximises the grant opportunities. In previous years continuing improvements have been made through a combination of the opportunities offered by the Integrated Tax and Benefits System, improvements and efficiencies to the management and handling of claimants through the Customer Access channels and the maximisation of grant support from the Government. Whilst within the savings agreed for 2008/09 a further £0.8 million saving was realised during the year.

4.4.6 Law, Human Resources and Asset Management

A report to Cabinet on 25 September set out the budget virements for the Department. The budget included the additional allocation to meet the financial pressures identified in the Coroner Service which continues to be closely monitored. There are no variations to report.

4.4.7. Regeneration

Income generation is a key element of the budget with factors outside the control of the Council and culture is the largest energy user within the non-schools budget, a cost that remains largely outside the control of the Department. Income and energy costs are projected to be at variance with the budget and efforts are being made to contain spend within budget. In respect of the Service Re-engineering savings targets brought forward from 2007/08 the options for consideration have yet to be approved meaning an overspend of £0.8 million is likely. This has partially been offset by the release of reserves and provisions as identified in 4.3.6.

4.4.7. Technical Services

The budget is reliant upon income from car parking and planning and, as in previous years, the Director is highlighting shortfalls in these areas which will be difficult to accommodate from within the departmental budget. Whilst actions to address these by a series of budget virements were agreed by Cabinet pressures still remain and with winter maintenance costs there is a projected £0.7 million overspend.

4.4.8. Treasury Management

Cash flow management and the need to borrow to fund investment has been re-engineered. This reduced the requirement for temporary borrowing, and the savings achieved in 2007/08 continue, delivering £0.7 million in 2008/09. Further benefits were a reduced need to borrow to fund the capital programme (£0.6 million) and the opportunity to access increased rates offered by the banking sector taken earlier this year (£1.8 million). The total realised was £3.1 million. Looking forward market conditions are less favourable and the decline in income has been reflected in the future budget.

4.5. **Other issues**

4.5.1 Local Pay Review

The progress on implementing the Local Pay Review, including Job Evaluation and Harmonisation, has regularly been reported to Cabinet and is expected to be within

the financial projections. Phase 1 has been agreed and reflected within departmental budgets with the remaining Phases ongoing.

4.6 Issues affecting future financial years

4.6.1 The pressures on care services, energy and treasury management have been highlighted and the Directors involved will continue to update Cabinet on progress in these areas.

4.6.2 The revised Medium Term Financial Strategy was reported to Cabinet in July and the projected Budget continues to be updated and reported to Cabinet.

5. FINANCIAL IMPLICATIONS

5.1 When setting the 2008/09 budget the projected balances at 31 March 2009 were £5 million and the 2009/10 budget projected £8.5 million. The latest position reflects changes in the variances for Adult Social Services (increased overspend of £0.9 million) and Treasury Management (underspend now £0.3 million greater) and is as follows:-

Details	£million	£million
Projected General Fund balances at 31 March 2009 when setting the budget for 2008/09		5.0
Cabinet decisions		
26 June - Financial out-turn for 2007/08 showed an underspending and contribution to balances		+2.5
9 July - Release of Insurance Fund reserve to general balance		+3.0
23 July - Receipt of Local Authority Business Growth Incentive (LABGI) grant to general balance		+1.3
23 July - Funding for street lighting energy and Children & Young People transport costs		-0.9
16 October - Net impact of reduced capitalisation of highways maintenance spend		-2.0
6 November - Use of Efficiency Investment Fund to fund change / reform teams		+2.2
10 December - Release of reserves and provisions to the general balance		+0.3
5 February – Impact of Electricity and Gas Contract renewals		-1.5
Projected variances / potential overspends		
Overspend		
Adult Social Services	+4.4	
Regeneration	+0.8	
Technical Services	+0.7	
Underspend		
Finance	-0.8	
Treasury Management	-3.1	-2.0
General Fund balances at 31 March 2009 based upon the latest projections		7.9

IAN COLEMAN
DIRECTOR OF FINANCE

CAPITAL MONITORING SUMMARY**REPORT OF THE DIRECTOR OF FINANCE****1. EXECUTIVE SUMMARY**

- 1.1. This is one of a series of reports submitted throughout the year providing an update on the progress being made in delivering the capital programme.

2. BACKGROUND

- 2.1. Cabinet on 3 April 2008 agreed that I would provide this summary report to Cabinet and to Finance & Best Value Overview & Scrutiny Committee following the end of each quarter and that it would compare progress against the approved programme. To support this each Chief Officer provides an update on their elements of the programme including references to the approval, any variations, progress (including implications for future years) and funding.

3. CAPITAL PROGRAMME

- 3.1. The Capital Programme 2008/11 was approved by Council on 17 December 2007 and confirmed as part of the budget for 2008/09 by Council on 3 March 2008. Other than the impact of decisions by Council / Cabinet the revisions relate to slippage resulting in both the spend and the resources being similarly slipped. The Capital Programme 2009/12 was approved by Council on 15 December 2008 and has been built into the future years budget projections.

4. COUNCIL / CABINET DECISIONS

- 4.1. The Capital Programme 2008/11 and Capital Financing Requirements 2008/09 were agreed by Cabinet on 12 December 2007 and updated as part of the Estimates 2008/09 that were reported to Cabinet on 21 February 2008.
- 4.2. On March 13 in the Projected Budget 2009/10-2010/11 report the previous decision to capitalise £3.6 million of highways maintenance was revised so that it reverts to being a revenue liability from 2009/10.
- 4.3. On May 22 a report detailing the Schools Capital Funding 2008/09 was provided by the Director of Children & Young people. The same meeting also agreed to provide financial support for the works to the Bidston Viaduct. This major initiative, subject to a final decision by the Department for Transport, will require a Council contribution of £2.9 million between 2009/12.
- 4.4. On June 26 the Capital Out-turn and Determinations report was submitted as part of the year-end accounts for the 2007/08 financial year and detailed the slippage into the 2008/09 financial year.
- 4.5. On September 25 the budgets for the Department of Law, Human Resources and Asset Management were established including the transfer of those elements within the capital programme.

- 4.6. On October 16 as part of the Transformation of Adult Social Care it was agreed that the project, and funding, for Poulton House be cancelled. To the same meeting it was reported that following the Audit of the Statement of Accounts for 2007/08 the amount included for the capitalisation of highways maintenance in 2008/09 was reduced by £2 million.
- 4.7. On December 10 the Capital Programme 2009/12, including the new submissions, was approved and agreed by Council on 15 December. As part of the Estimates 2009/10 to Cabinet on 23 February the programme was updated to incorporate the agreed grant allocations and new approvals.

5. CAPITAL PROGRAMME SUMMARY

- 5.1. The table compares the original programme approved as part of the Budget with the latest forecast spend position that incorporates permanent changes to the programme due to slippage and Cabinet approvals.

Spend	Original Approval	Forecast December	Forecast March
	£000	£000	£000
Adult Social Services	2,952	3,128	3,128
Children & Young People	32,221	25,455	21,336
Corporate Services	410	1,160	1,160
Law, HR and Asset Mgt	1,860	2,111	2,111
Regeneration	29,079	37,276	37,276
Technical Services	11,318	10,433	10,433
Total programme	77,840	79,563	75,444

- 5.2. The resources table similarly compares the developing programme and reflects the agreed changes, including slippage of spend from 2007/08. The generation of capital receipts through the sale of assets is used to fund the programme and at this stage £4 million is included for use in 2008/09. Income from sales, whilst uncertain in the exact timing of receipt, offers flexibility in the timing of its use and can be used to either balance the current programme or to address future budgetary issues.

Resources	Original Approval	Forecast December	Forecast March
	£000	£000	£000
Borrowing	31,092	27,816	24,796
Grant – HMRI	9,800	8,900	8,900
Grant – Education	20,899	16,359	15,060
Grant – Other	11,636	22,025	22,225
Revenue	413	463	463
Capital Receipts	4,000	4,000	4,000
Total resources	77,840	79,563	75,444

- 5.3. The changes between the forecasts for December and March relate to the Children's programme where slippage to 2009/10 has been identified in respect of the Formula Capital and Modernisation programmes managed by the schools. The programme and the associated funding slip into 2009/10.

6. PROGRESS ON THE PROGRAMME

6.1 Adult Social Services

- 6.1.1 The Director has reported regularly to Cabinet on Transforming Social Care including a review of intermediate care. This review resulted in the scheme for Poulton House being deleted from the programme. Consultation is underway that will set the agenda for places like Girtrell Court and impact upon decisions regarding adult accommodation provision so the future programme remains subject to review pending the outcome of the consultation.
- 8.1.2 There has been an award of IT Infrastructure Grant for the three years 2008/09 to 2010/11 to support effective information sharing between health and social services. Additionally there are Mental Health and Single Care allocations for the same period of £174,000 and £164,000 respectively.

6.2 Children & Young People

- 6.2.1 A report on the Schools Capital Funding for 2008/09 was presented to Cabinet on 22 May which provided details of all aspects of the programme and the plans for the current financial year.
- 6.2.2 The Building Schools for the Future (BSF) – One Pathfinder project for Woodchurch High School progresses in accordance with the timescales agreed with the Department for Children, Schools and Families. A start on site was made during March 2009.
- 6.2.3. Under the national scheme to develop Children's Centres Phase 1 and Phase 2 all 19 centres have been opened as the remaining two were completed during the year.
- 6.2.4. A major element of the programme is the Formula Capital allocated to schools. The implementation of individual projects is managed jointly by the school and the Council comprising a large number of essentially smaller value schemes. The timing of the schemes is largely down to the schools so the level of spend can vary from the initial projections and schemes and resources have been re-profiled into 2009/10.
- 6.2.5 The Targeted Capital programme to build teaching accommodation at West Kirby Grammar and Wirral Boys Grammar experienced delays in the works which are being completed this financial year.

6.3 Corporate Services

- 6.3.1 The Think Big Investment Fund is the re-launched Business Rates support allocation. Given the changing economic environment Cabinet in April 2009 agreed to amend the operation of the Fund.

6.4 Law, Human Resources and Asset Management

- 6.4.1 The most significant area is Property Maintenance and the 2008/09 programme was agreed by Cabinet on 12 June. This builds upon the Condition and Health & Safety surveys in order to prioritise the programme of works in the current year. As part of the completion of the annual accounts confirmation of the benefits from each scheme will be required to enable this spend to be classified as capital.

6.4.2 The Strategic Asset Review was considered by Cabinet on November 27 before a period of public consultation. The responses and the way forward were considered by Cabinet on January 16 and within the Capital Programme 2009/12 resources have been identified to progress the agreed outcomes of the Review.

6.5 Regeneration

6.5.1 The Oval Sports Centre successfully re-opened after a substantial programme of works. The contractor has submitted a claim for increased costs and the potential overspend will be the subject of a report to a future Cabinet. The redevelopment of New Brighton is progressing well and includes the creation of the new Floral Pavilion which was officially opened in December.

6.5.2 The Special Initiatives element of the programme includes schemes and related funding in respect of Objective One (£5.5 million) and the Single Regeneration Budget (£4.5 million). Schemes such as New Brighton Promenade are included within the Merseyside-wide programme of schemes. Whilst shown under 2008/09 the programme will be further refined as it is not due to complete until 2010.

6.5.3 The Housing Market Renewal Initiative (NewHeartlands) continues to progress although the impact of the worldwide and national financial situation is affecting developers. The size and nature of the programme requires the programme and funding to be flexible with the re-phasing of expenditure and resources kept under review to maintain continuity of progress.

6.6 Technical Services

6.6.1 The Highways Structural Maintenance Programme 2008/09 was approved by Cabinet in March 2008 and updated in June when the plans for Road Safety schemes were also agreed.

6.6.2 The increased scope, including unforeseen works plus additional surfacing, replacement parapet pillar and drainage system cleansing contributed to an overspend on the Bromborough Pool Bridge scheme. This was approved at Cabinet on November 27 with spend contained within the allocation available.

6.6.3 In terms of future years the proposals for the Bidston Moss Viaduct are nearing conclusion with the Department for Transport having ear-marked the scheme for funding, subject to the constituent authorities agreeing to a share of the funding. This was reported to, and agreed by, Cabinet on May 22.

6.6.4 Cabinet, as reported previously, has agreed to a reduction in the amount of highways maintenance that will be capitalised. For 2008/09 this reduction is £2 million.

6.6.5 On February 5 Cabinet agreed to the award of the contract for the Marine Lake scheme which was the subject of bids for grant due to the increased coast protection works. Works have commenced on site.

7. FINANCIAL IMPLICATIONS

7.1 The Capital Programme for 2008/09 reflects the programme reported.

IAN COLEMAN
DIRECTOR OF FINANCE

CORPORATE RISK MONITORING SUMMARY**REPORT OF THE DIRECTOR OF FINANCE****1. EXECUTIVE SUMMARY**

- 1.2. This is one of a series of reports submitted throughout the year providing an update on actions to manage risks identified in the Corporate Risk Register.

2. BACKGROUND

- 2.2. Cabinet on 3 April 2008 agreed that I would provide this summary report to Cabinet and to Audit & Risk Management Committee following the end of each quarter. To support this each Chief Officer provides an update on their actions to address the identified risks and any 'new' risks which merit consideration for inclusion in the Corporate Risk Register.

3. CORPORATE RISK REGISTER

- 3.1 The revised Corporate Risk Register (CRR) was agreed by Cabinet on 13 March 2008. This was the baseline document and is reviewed quarterly by the Corporate Improvement Group (CIG) in line with the performance management cycle and highlights and exceptions are reported to Members.

- 3.2 A refresh of issues on the register was undertaken by Chief Officers following the updated Corporate Plan and the Register was approved by Cabinet on 10 December 2008. With the Departmental Service Plans being produced for 2009/12 an updated Register is to be produced by June 2009.

- 3.3 The following were the additional risks included:-

- (i) Failure to address community cohesion, development and engagement.
- (ii) Failure to address health inequalities.
- (iii) Failure to effectively plan for and manage the impact of climate (environmental) change.
- (iv) Failure to manage the Council's assets effectively.
- (v) Serious failure in information governance.
- (vi) Failure to smoothly transfer 16 – 18 responsibilities from the Learning and Skills Council to Wirral Council from September 2010.

4. PROGRESS ON THE ACTIONS BEING TAKEN

- 4.1 As well as recording the existing key controls and contingencies the CRR also indicates those additional actions which need to be implemented in order to manage the most significant risks down to acceptable levels

- 4.2 The majority of those actions planned to be taken during 2008/09 to control the existing risks had been implemented by 31 March 2009. Significant actions completed in the past quarter included:-:

- 4.2.1 Corporate and Departmental Plans produced using a revised consistent approach were approved by Cabinet and Council (Risks 4 and 6).

- 4.2.2 Further preparatory work for the Comprehensive Area Assessment (CAA) regime has been undertaken in response to the Audit Commission's emerging picture (Risks 6 and 9).
- 4.2.3 The Sustainability Appraisal of the Local Area Agreement (LAA) was completed and reported to the Local Strategic Partnership Executive Board (Risks 6 and 25).
- 4.2.4 The Strategic Change Programme Board has been established and enhanced programme management is being introduced (Risk 31).
- 4.2.5 The 2009/10 recycling plan was drafted and submitted to the LAA Board. LAA targets have been refreshed to reflect recent improvements made and a communications plan has been drafted (Risk 20).
- 4.2.6 A draft Partnership Toolkit has been endorsed by Cabinet (Risk 9).
- 4.3 There were a number of areas where planned additional controls had not been implemented by 31 March:-
 - 4.3.1 The target date for achieving Level 3 of the Equalities Standard is May 2009 (Risk 4).
 - 4.3.2 Presentation of the Draft Comprehensive Engagement Strategy to Members is the end of May 2009. (Risk 6).
 - 4.3.3 The new Child Care Risk Management Procedure will be introduced in June 2009. (Risk 17).
 - 4.3.4 The main roll-out of the initiative to encourage recycling and minimisation of municipal waste is rescheduled to June/July 2009 because of the priority being given to multi-occupancy premises. (Risk 20).

5. VARIATIONS TO THE RISK REGISTER

- 5.1 A new risk was reported to the Corporate Improvement Group as having potential corporate significance:- Failure to implement the rationalisation of assets.
- 5.2 All risks previously on the register were still considered to present a sufficiently large corporate threat and none have been removed.
- 5.3 An exercise will be undertaken in May to review and rationalise all issues on the existing register. The output from this work will be shared with the Corporate Improvement Group before a draft is put before Cabinet.

IAN COLEMAN
DIRECTOR OF FINANCE