



# Cabinet

**Date:** Thursday, 3 February 2011

**Time:** 6.15 pm

**Venue:** Committee Room 1 - Wallasey Town Hall

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## AGENDA

### 1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

The members of the Cabinet are invited to consider whether they have a personal or prejudicial interest in connection with any of the items on this agenda and, if so, to declare it and state the nature of such interest.

### 2. MINUTES

The minutes of the last meeting have been printed and published. Any matters called in will be reported at the meeting.

RECOMMENDATION: That the minutes be approved and adopted.

## FINANCE AND BEST VALUE

### 3. PERFORMANCE AND FINANCIAL REVIEW - THIRD QUARTER 2010/11- REPORT AND PRESENTATION (Pages 1 - 22)

### 4. STRATEGIC CHANGE PROGRAMME - UPDATE (Pages 23 - 36)

### 5. DISCRETIONARY RATE RELIEF FOR NON PROFIT MAKING ORGANISATIONS (Pages 37 - 46)

### 6. PENSION FUND BUDGET 2011-12 (Pages 47 - 52)

7. **TREASURY MANAGEMENT PERFORMANCE MONITORING (Pages 53 - 62)**
8. **LOCAL HOUSING ALLOWANCE - POST OFFICE PAYOUT (Pages 63 - 68)**
9. **COUNCIL TAX LOCAL DISCOUNTS (Pages 69 - 72)**
10. **PROCUREMENT OF AN INVOICE AUTOMATION SYSTEM (Pages 73 - 78)**

The exempt appendix referred to in the report is attached at agenda item 25 (Exempt Appendices).

#### **CHILDREN'S SERVICES AND LIFELONG LEARNING**

11. **REVIEW OF PRIMARY SCHOOL PLACES - OUTCOME OF CONSULTATIONS ON OPTIONS PUT FORWARD FOR THE PHASE 6 PLANNING AREA (Pages 79 - 142)**
12. **TENDER REPORT FOR CONSTRUCTION OF THE NEW CO-LOCATED PENSBY PRIMARY AND STANLEY SCHOOLS (Pages 143 - 152)**

The exempt appendix referred to in the report is attached at agenda item 25 (Exempt Appendices).

13. **EARLY INTERVENTION GRANT (Pages 153 - 180)**
14. **SCHEME AND ESTIMATE REPORT FOR CATHCART STREET PRIMARY SCHOOL REFURBISHMENT (Pages 181 - 194)**
15. **SCHEME AND ESTIMATE REPORT FOR THE ROSCLARE "CHILDREN'S HOTEL" (Pages 195 - 206)**

#### **HOUSING AND COMMUNITY SAFETY**

16. **WIRRAL COUNCIL AND WIRRAL PARTNERSHIP HOMES - COMMUNITY FUND (Pages 207 - 212)**

#### **STREETSCENE AND TRANSPORT SERVICES**

17. **HIGHWAY MAINTENANCE FUNDING AND STRUCTURAL MAINTENANCE PROGRAMME 2011/12 (Pages 213 - 228)**
18. **ANNUAL REPORT ON PARKING ENFORCEMENT (Pages 229 - 240)**
19. **HIGHWAY AND ENGINEERING SERVICES CONTRACT - PROGRESS REPORT AND GATEWAY 5 REVIEW (Pages 241 - 254)**

## **CORPORATE RESOURCES**

- 20. COMMUNITY ASSET TRANSFER - GREASBY COMMUNITY CENTRE (Pages 255 - 262)**

## **REGENERATION AND PLANNING STRATEGY**

- 21. NEIGHBOURHOOD PLANNING VANGUARDS - WIRRAL PROPOSAL (Pages 263 - 270)**
- 22. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

To consider any other business that the Chair accepts as being urgent.

- 23. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (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 I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

## **CHILDREN'S SERVICES AND LIFELONG LEARNING**

- 24. PROGRESS REPORT ON THE PAN MERSEYSIDE CONNEXIONS CONTRACT (Pages 271 - 278)**
- 25. EXEMPT APPENDICES (Pages 279 - 282)**

- Appendix to Agenda Item 10 - Procurement of an Invoice Automation System.
- Appendix to Agenda Item 12 – Tender Report for Construction of the New Co-located Pensby Primary and Stanley Schools
- Appendix to Agenda Item 22A – Tackling Worklessness and Supporting Apprentices in Wirral Through the European Social Fund

- 26. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

To consider any other business that the Chair accepts as being urgent.

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## WIRRAL COUNCIL

### CABINET

3<sup>RD</sup> FEBRUARY 2011

<b>SUBJECT:</b>	2010/11 Third Quarter Performance and Financial Review
<b>WARD/S AFFECTED:</b>	All
<b>REPORT OF:</b>	Interim Chief Executive
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	Councillor Jeff Green
<b>KEY DECISION:</b>	No

#### **1.0 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 report is intended to provide members with an overview of performance, financial and risk monitoring for quarter three 2010/11. The format for reporting performance issues and financial information is currently under review and future reports will reflect any changes to the current format.

#### **2.0 RECOMMENDATION/S**

- 2.1 That: the committee is requested to note the contents of this report.

#### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 This report provides a quarterly progress report on delivering the Council's Corporate Plan.

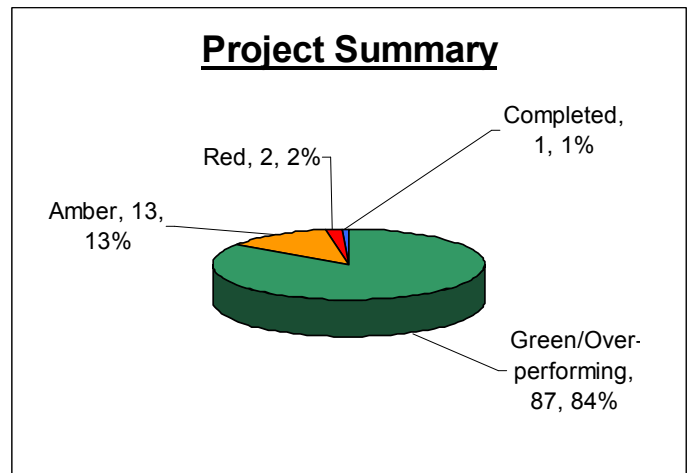
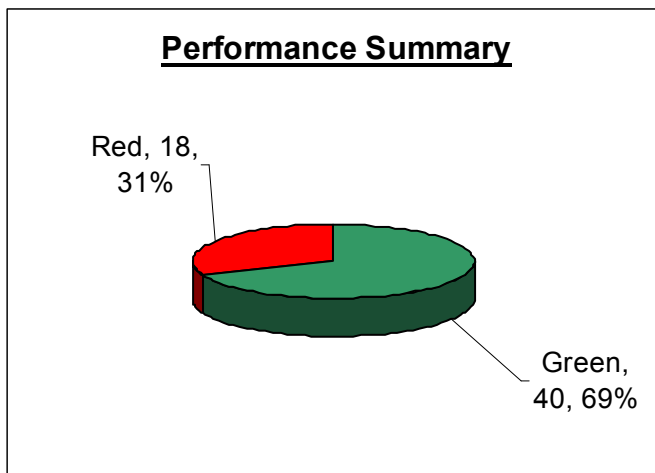
#### **4.0 BACKGROUND AND KEY ISSUES**

##### **4.1 Performance Summary**

This report sets out that the overall performance against the 2010/11 corporate plan projects is as follows:

- Performance of the **103 projects** within the corporate plan shows that **87 (84%)** are assessed as green (all milestones that should have been met at this point have been met).
- **13 (13%)** projects are amber, **2 (2%)** are red (some non-critical milestones missed / danger of non-critical slippage) and **1 (1%)** project has been completed.

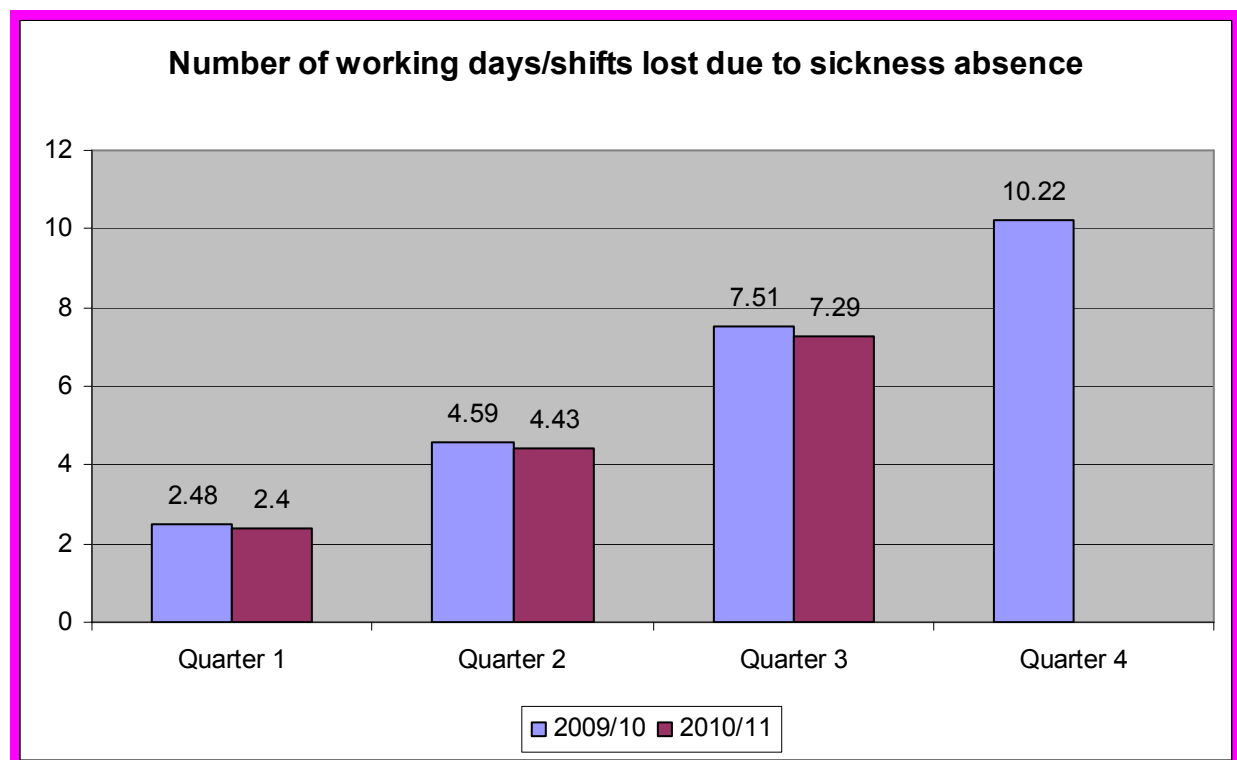
There are **64** performance indicators at the third quarter period. The following graphs provide a summary of the overall performance:



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

There are **64** reportable indicators at the second quarter. Of the 64 indicators, **54** can be compared with the previous year, and **58** can be reported against target. There are **6** indicators where the target has not been set or the indicator is not applicable, and therefore a RAG status can not be given.

#### 4.2 Absence Figures



The above data is the latest data available, which is provisional.

## **4.2 Strategic Objective: To create more jobs, achieve a prosperous economy and regenerate Wirral**

Priorities for improvement: **increase enterprise, reduce worklessness**

### **4.2.1 What's worked well during Quarter Three 2010/11:**

- Work is now underway on the new Asda store in Birkenhead, a development which will result in a £30million investment in the town centre.
- Invest Wirral continues to support Wirral business initiatives such as the Think Big Grant
- Wirral's performance in JSA rates has been excellent over the last year with a reduction of 2312 claimants in 2010. Wirral has also been the top performing authority for JSA rates for four successive months to December 10.
- The successful Wirral Apprentice programme is set to receive a boost after Wirral Council confirmed it would invest a further £1 million (hopefully matched by ESF). With this latest commitment, Wirral Council will have helped employers to create more than 300 apprenticeships.

### **4.2.2 Performance Issues – Indicators**

No performance indicators have been assessed as red or amber within this corporate objective.

### **4.2.3 Performance Issues – Projects**

No projects have been assessed as red or amber within this corporate objective.

## **4.3 Strategic Objective: Create a clean, pleasant, safe and sustainable environment**

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

### **4.3.1 What's worked well during Quarter Three 2010/11:**

- Wirral Council installed an additional 110 grit bins across the borough to assist residents during freezing temperatures.
- In response to concerns expressed at Area Forums, extra enforcement to encourage owners to clear up after their pets has been allocated in the Moreton Cross area. Training will be provided to the Police so more patrols are enabled to enforce this.
- Wirral Council has agreed to lease an unused greenbelt land to a local group seeking to manage its own community allotments.

### 4.3.2 Performance Issues – Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Housing and Community Safety	NI 156	Number of homeless households living in Temporary Accommodation	4 Lower=Better	5 (A)	Red	Deteriorated
<b>Context:</b> Of the 5 households in temporary accommodation on 31 December, 1 was placed due to violence on 30 December, 2 were intentionally homeless and 2 had complex needs with children's and adults social care involvement, therefore sourcing suitable accommodation was challenging. This small increase in the number of households in temporary accommodation compared with the previous quarter is in the context of a 53% increase in the number of homeless applications compared with the same quarter in the previous year, and a high rate of homeless prevention.						
<b>Corrective action:</b> We will continue to work with Registered Social Landlords and the private sector to source suitable move-on accommodation for those we have a statutory duty to provide move on accommodation, and to maintain a high success rate in homeless prevention.						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Streetscene and Transport Services	NI 195d	Improved street and environmental cleanliness (levels of fly posting)	0.5% Lower=Better	1% (A)	Red	Unchanged
<b>Context:</b> Noticeable improvement in overall cleansing performance as a result of new initiatives such as extended working hours and resources.						
<b>Corrective action:</b> The second tranche score for NI195 D is higher than average as it is the first survey carried out after the summer months. Due to a heightened number of events and overall activity throughout the summer there tends to be a greater level of fly-posting identified (depending on the wards being surveyed). It is anticipated that the third and final tranche will see a drop in occurrence and as such the annual target should still be met.						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Housing and Community Safety	LOCAL 7031	Percentage of under-age sales of alcohol during test purchase exercises	5% Lower=Better	10.3% (A)	Red	Deteriorated
<b>Context:</b> As well as carrying out under age sales test purchasing activity in off licences officers are working with the police and HM Revenue and Customs to detect and seize contraband and/or counterfeit alcohol and tobacco (Operation Strandhog.) Officers will use all powers available to them to regulate criminality in off licences.						
<b>Corrective action:</b> The rate at Q1 was 20% sales of alcohol, as a result of improved targeting						



of the less compliant traders, based on intelligence from the police, public and local councillors. Continued enforcement action (fixed penalty notices, licence review and prosecution) has started to reduce the offending rate, which has reduced to 10.3%.

#### 4.3.3 **Performance Issues – Projects**

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

Portfolio	Key project	Status	Corrective Action
Housing and Community Safety	Housing Market Renewal Initiative New Build Programme	<b>AMBER</b>	Due to the decrease in mortgages available, this continues to hinder the progress on this project. However, there are ongoing meetings with developers and lenders to attempt to make improvements.

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

Priorities for improvement: **reduce health inequalities, promote greater choice and independence, tackle alcohol harm**

##### 4.4.1 **What's worked well during Quarter Three 2010/11:**

- Alcohol harm related hospital admission rates have decreased this quarter
- The number of clients receiving support through the NHS Stop Smoking Services has achieved its target of 627 quitters this quarter.
- Adults who suffer from learning disabilities who live in settled accommodation has also achieved its target.

##### 4.4.2 **Performance Issues – Indicators**

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	NI 130	Percentage of Social care clients receiving Self Directed Support	20.0%	11.96% (A)	Red	Improved
<b>Context:</b> This indicator measures the effectiveness of "personalisation". It is the percentage of people who have "self directed support" (having a personal budget or Direct Payment).						
<b>Corrective action:</b> Process training rolled out in October to over 200 members of staff. Further training is being planned. Personal budgets went live on 19th November and is now a universal offer to all residents of Wirral. All single service reviews will be assessed using the self directed						

assessment process resulting in an indicative budget Assistive Technology provision will be recorded on a initial assessment and support plan and therefore count towards NI130 Those receiving professional support will go through the self directed assessment process and therefore have their support recorded on a support plan. This will count towards NI130. Occupational Therapy and visual impairment teams will begin to use the self directed assessment process which will count towards NI130.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	NI 146	Adults with learning disabilities in employment	6.75%	4.97% (A)	Red	Improved

**Context:** This indicator measures the number of people with a learning disability who are in employment at the time of their assessment or latest review.

**Corrective action:** Through Personalisation and Support Planning, we have accelerated the prioritisation and targeting of individuals in exploring opportunities for paid employment. We have further undertaken a piece of targeted work with people with learning disabilities who use day services to accelerate the Support Planning process which strongly focuses upon options for employment.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8857	An increase in the number of new individuals who have received a service via Wirral Assistive Technology (including telecare & telemedicine)	2000	1461 (A)	Red	Improved

**Context:** As at end of Q3 the new installations 664 installations were completed on a target of 900, thus giving a 49% complete rate against the annual target of 3000. The Provider has confirmed they have adequate capacity to achieve the 3000 target by 31 March 2011, however referrals have decreased since November and have continued to do so. Data shows the main reductions in referrals are from HARTS and the Access Teams, however current department reorganisation, process developments and staffing levels combined with the Christmas period would still have had an impact on the level of referrals. Additionally, in comparison to 2009/10 data shows a decrease in referrals during December also, so this year follows the same trend which is also the trend in other areas. As focus will be primarily on evidencing cashable savings for Q4 to determine the future funding of the project, then this has the potential to have a further impact on the number of installations due to a more targeted approach. Proactive marketing in the public domain has been put on hold due to the refocus to the evidencing of cashable efficiencies. The universal offer for Assistive Technology to residents in Wirral still currently continues. Following the outcome of the recent Wirral Council consultation event, it has been agreed that Assistive Technology will become a chargeable service; however no further work in relation to the impact on the service provision, performance and individuals is yet to be explored and determined.

**Corrective action:** Further work within Localities is underway regarding Assistive Technology

within processes. Assistive Technology and enablement is being explored to demonstrate how cashable efficiencies can be identified and how best this can be integrated into day to day practices. An Efficiency Task & Finish Group has been established to oversee the work required to evidence cashable efficiencies and to identify key focus areas. Additionally, Assistive Technology within Support Planning in Day Services is being explored with the potential of a pilot study being conducted.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8866	Percentage of Adult Safeguarding alerts dealt with in 24 hours	100%	88.54% (A)	Red	N/A

**Context:** This indicator measures how promptly operational teams are responding to adult safeguarding alerts. The 24 hour target is built into the Adult Safeguarding Process

**Corrective action:** Following a review of vacancies a selective filling of spaces will take place, including where necessary the short-term use of agency staff. Performance is monitored on a weekly basis with exception reports to Locality Managers where the 24 hour target is not met for immediate remedy. Business processes are being reviewed by the Head of Safeguarding as part of the DASS Improvement Plan. Performance is gradually improving and is forecast to exceed 90% by the year-end which result in amber status.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 8867	Percentage of Adult Safeguarding incidents closed or dealt with in 28 days	100%	70.53% (A)	Red	N/A

**Context:** This indicator measures the time taken to complete a safeguarding adult investigation and make decisions and where required a Protection Plan. There is a Departmental target of 28 days to investigate, and ensure a timely resolution to reported safeguarding incidents. This target is built into the Adult Safeguarding Process.

**Corrective action:** Following a review of vacancies a selective filling of spaces will take place, including where necessary the short-term use of agency staff. As with 8866 the Head of Safeguarding is reviewing the business processes within Access and Assessment. Performance continues to improve slowly but will not reach the 100% target because of the incidents which were not closed within 28 days during the year. Many incidents require more in depth investigations from the statutory agencies, and can appropriately take many months. The target remains as a trigger for exception reporting to Locality Managers to ensure all incidents are being investigated and there are no barriers. Weekly reports are made available to managers so it is understood where every investigation is up to.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Social Care and Inclusion	LOCAL 9000	The number of emergency unscheduled acute hospital bed days occupied by people aged 75+ in NHS hospitals in Wirral who are admitted	4203 Lower=Better	4639 (E)	Red	Deteriorated

		through fractured neck of femur, as measured by Wirral NHS data as a result of a fall.				
<p><b>Corrective action:</b> Overall non elective activity has increased this year a trend which has been seen across the North West. The Urgent Care Network has agreed to undertake a clinical audit to understand this increase in some more detail. The community falls prevention team has also recently set up new referral pathways with A&amp;E and the ambulance service to ensure that patients who have minor falls are referred to try and prevent more serious injury in the future. The health community has also recently set up a “rapid access discharge service” in partnership with the department of adult social services to ensure that patients are discharged from hospital at the earliest possible point in their pathway, with their care being taken up by health and social care multidisciplinary teams in the community.</p>						

#### 4.4.3 Performance Issues – Projects

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	Improving support for carers (Implementing the Carers Commissioning Strategy)	AMBER	Project work now part of the Personalisation Project.
Social Care and Inclusion	Community Development Project (Project 14)	AMBER	Community Development workers are engaged in identifying local priorities.
Social Care and Inclusion	Mental Health Commissioning Strategy	AMBER	Work in progress with close monitoring of targets.
Housing and Community Safety and Social Care and Inclusion	Implement Alcohol Strategy	AMBER	Work in relation to the delivery of the 2007-10 Alcohol Harm Reduction Strategy is developing positively. The Crime, Disorder and Communities Action Plan and performance Indicator Plan has been refreshed and being performance managed by the police and council. Specific achievements include the delivery of Stay Safe operations, introduction of a Detached Substance Misuse Support Worker to support individuals involved with domestic violence, delivery of conflict training within pubs and clubs in the Birkenhead area and the delivery of alcohol support for individuals where alcohol is a causal factor with cocaine use. The Young People's Action Plan is successfully being delivered and a number of

Portfolio	Key project	Status	Corrective Action
			projects are available to support young people involved with alcohol misuse, namely the YPAIP (Young Persons Alcohol Intervention Programme), and a successful and award winning programme of sport and outdoor activities is established and engaging with hard to reach young people at risk of problematic substance misuse. Finally, the Alcohol Treatment Plan is successfully delivering a number of treatment programmes including access to a 7-10 day detox facility, working with people who are homeless or have issues with housing as a consequence of their drinking and increased access to specialist treatment, day care and aftercare. In relation to the position of the development of writing a new strategy then the situation since Q2 has not significantly changed. Work is still ongoing on the development of a new Alcohol Harm Reduction Strategy for Wirral (2011-2013). The interim achievements document is still being worked on but progress has been slowed due to the need to prioritise other tasks. Furthermore, there is still uncertainty from the Government regarding the structure for alcohol at a local level.

Portfolio	Key project	Status	Corrective Action
Social Care and Inclusion	Implementing Assistive Technology Invest to Save Programme	RED	Project evaluation confirms cost avoidance but not cashable savings. Report due at Cabinet in January 2010
Social Care and Inclusion	Reduce Hospital admissions Project (Project 13)	RED	Hospital admissions remain high. Focused activities are underway to reduce these by involving the hospital reablement service, Interim and Intermediate Care.

#### **4.5 Strategic Objective: To help children and young people achieve their full potential**

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

##### **4.5.1 What's worked well during Quarter Three 2010/11:**

Wirral is celebrating the recent announcements of high profile OFSTED inspections

Including:

- Our Lady and St Edward's RC Primary and Pre-schools achieved an outcome of 'outstanding'.
- Clare Mount Specialist Sports College in Moreton is proud to have been awarded the title of an 'outstanding' school.
- Brackenwood Junior School in Bebington, was found to have greatly improved in many areas since their last inspection of being judged 'good'.

#### 4.5.2 Performance Issues – Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as red.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 53	Prevalence of breast-feeding at 6-8 wks from birth	35.1%	31.3% (A)	Red	Improved
<p><b>Context:</b> Breast Feeding Peer Support Programme service achieved annual target (support 500 women) by month 7 and surpassed the Wirral and England average of women still breastfeeding at 6-8 weeks with 48% in quarter 2 •NHS Wirral has achieved stage one of the UNICEF Breastfeeding Friendly Initiative.</p> <p><b>Corrective action:</b> The following will be taking place over the next few months to continue to promote breastfeeding: •Renew breastfeeding peer support programme contract for a further two years and extend it to support a greater number of women •To run a series of promotions on Juice and Heart FM to promote the breast milk it's amazing campaign •To deliver on-going breastfeeding training updates to professionals •Meeting to be set up in January with key partners and analysts to clarify data requirement, presentation and distribution</p>						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral.	76%	66.6% (A)	Red	Improved
<p><b>Context:</b> This indicator continues to perform considerably better when compared to the same period during 2009/10 and is inline with the 2009/10 national figure. It should also be noted that the definition of this indicator is changing from 7 working days from referral to 10 working days in 2011/12. The 2010/11 quarter 3 figure for initial assessments carried out within 10 working days of referral is 79.8%.</p> <p><b>Corrective action:</b> With the induction of a new manager, there has been a refreshed and improved focus on work plans and development of new reports to support staff to help ensure time scales are met.</p>						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	80%	66.6% (A)	Red	Improved

**Context:** This indicator has improved following the circulation of good practice guidance notes to the teams with support from the data officers on electronic recording. However, there has been a large increase in the volume of work: 833 Core Assessments have taken place to date in 2010/11 compared with 672 at quarter 3 in 2009/10. Despite this there has been an 8% improvement when compared with the same period in 2009/10.

**Corrective action:** Ongoing support to staff is being provided by the data officers recording information related to this indicator. Child Protection training took place during October – December 2010 which will help staff focus in this area.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	66.7% (A)	Red	Deteriorated

**Context:** There is continuous monthly monitoring of this indicator.

**Corrective action:** Small numbers affect this indicator. 10 out of 15 children have been adopted within 12 months of the decision being made that the child should be placed for adoption. Some children are harder to place; these include 2 siblings, 2 further siblings with medical complexities and one older child who has experienced placement disruption.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 63	Stability of placements of looked after children: length of placement	72%	61.7% (A)	Red	Deteriorated

**Corrective action:** There is continuous activity to ensure placement stability of looked after children where appropriate. Statutory reviews of children in care placements are carried out at prescribed intervals. Increased rigour in the conducting of disruption meetings and learning lessons from past experiences. This indicator is monitored on a monthly basis.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Children's Services & Lifelong Learning	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	6.9% Lower=Better	8.2% (P)	Red	Improved

**Context:** Quarter 3 performance is an improvement when compared with quarter 2 and the same period in 2009/10 which highlights the ongoing trend in the reduction of this indicator year on year. However there are many challenges ahead to achieving the target of 6.9% therefore a revised year end forecast of 8% has been set.

**Corrective action:** There are a number of innovative programmes being commissioned via European Social Funds which focus specifically on the differing needs of the NEET cohort in order to provide an enhanced bespoke, targeted offer. The 14-19 Strategic Partnership with providers is ensuring that 'offer' in Wirral is flexible in its responses. Analysis of the NEET group has also taken place to inform targeted intervention across the partnership. There is an ongoing trend in the reduction of this indicator year on year, but there are many challenges ahead to achieving the target of 6.9% therefore a revised year end forecast of 8% has been set.

#### 4.5.3 Performance Issues – Projects

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

Portfolio	Key project	Status	Corrective Action
Children's Services and Lifelong Learning	Implement the Integrated Youth Support Strategy	AMBER	The integrated youth support is still subject to strategic review. This is the result of a number of factors including proposed Government policy changes and funding reductions. This could result in potential restructuring to improve the service and increase efficiency. The impact of the review is that a strategy for 2010/11 is not currently in place and the 2009/10 strategy is to be extended for this period.
Children's Services and Lifelong Learning	Implement the Integrated Preventative Services Development Plan	AMBER	The number of children identified as needing social work intervention has increased, when compared with the same period in previous years, with a much greater proportion of referrals (90+ %) progressing to an initial assessment. This is in line with other Local Authorities, and is also against a backdrop of an increase in numbers of children looked after nationally. A range of preventative initiatives are in place to respond, as soon as possible, to children and families experiencing difficulties to support children to safely remain in their families, such as Team Around the Child, Family Group Conferences and Multi-Systemic Therapy. With regard to the existing children who are looked after, a considerable number are due to leave care during the 2011/12 financial year due to reaching their eighteenth birthday, and projections based on historical trends indicate that numbers of children looked after should stabilise in the
Children's Services and Lifelong Learning	Implement the Contact, Referral, Assessment and Safeguarding Development Plan	AMBER	
Children's Services and Lifelong Learning	Implement the Corporate Parenting Development Plan	AMBER	



Portfolio	Key project	Status	Corrective Action
			coming years. However, the rate of children ceasing to be looked after, across all age groups, is being further prioritised with a number of strategies, underpinned by the new Fieldwork structure, to ensure that children's plans do not drift, and that more children achieve permanence through Adoption, Special Guardianship or by returning home. Each District Team is tightly overseeing the plans for children to safely leave care; this is monitored by Senior Managers, and plans to overcome barriers to achieving this outcome are in place. This area has also been prioritised with inclusion of the Looked After Children Review as a project in the Strategic Change Programme.
Children's Services and Lifelong Learning	All phases: raise standards in schools and settings by continuing to improve the quality of leadership and management, curriculum, assessment and learning, thereby ensuring none fall into an OFSTED category.	AMBER	Four primary schools remaining in OFSTED category continue to make good progress. To assist schools in category the Local Authority provide Statements of Action which are verified by OFSTED. The Head of Branch for Learning and Achievement, Strategic Service Manager, the schools' Head Teachers and Chair of Governors monitor the action plan on a half-termly basis. All schools have had OFSTED monitoring visits and are now at least satisfactory. We are expecting that 3 of the 4 schools will have a full inspection in the Spring Term 2011 and we have high confidence that they will be taken out of category.

#### **4.6 Strategic Objective: To create an excellent council**

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

##### **4.6.1 What's worked well during Quarter Three 2010/11:**

- The time taken to process Housing Benefit/Council Tax Benefit new claims and changes as well as the percentage of Council Tax collected has met its target, and has improved on quarter three last year.
- Wirral Council has thanked members of four independent groups and over 5500 local people for playing a vital role in helping to shape the future of Council services. 'WIRRAL'S FUTURE *Be a part of it*' was the biggest ever consultation undertaken by the Council.

- Wirral Council installed an additional 110 grit bins across the borough to assist residents during freezing temperatures. The bins were funded through Wirral's Area Forums and are located in pedestrianised streets, many areas around sheltered accommodation, near to steep hills and other problem locations identified by local residents.

#### 4.6.2 Performance Issues - Indicators

The following indicators have missed the Quarter Three 2010/11 target by more than 10% and are therefore assessed as **red**.

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7011b	The % of top 5% of earners from black and minority ethnic communities	1.80%	1.34% (A)	Red	Deteriorated
<b>Context:</b> Change in figure to 1.34 equates to 1 individual allowed to leave under the EVR/VS scheme.						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7015	The % of employees retiring on grounds of ill health as a % of the total workforce.	0.15% Lower=Better	0.19% (A)	Red	Deteriorated
<b>Context:</b> The numbers are dependent upon circumstance and medical advice						

Portfolio	PI no	Title	2010/2011 Q3 Target	2010/2011 Q3 Actual	On target	Direction of travel
Corporate Resources	LOCAL 7016a	The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition .	3.10%	2.73% (A)	Red	Improved
<b>Context:</b> A number of employees who have declared a disability have been allowed to leave under the EVR/VS scheme.						

#### 4.6.3 Performance issues – Projects

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

Portfolio	Key project	Status	Corrective Action
Finance and Best Value	To ensure that the business is subject to good governance arrangements: annual governance statement, audit (internal)	AMBER	Issues identified by Audit Commission; AGS amended by Audit and Risk Management Committee (A&RM); A&RM agreed additions to the Audit Programme for 2010/11 to assess response to issues by March 2011.
Community and Customer Engagement	An improvement programme relating to the Local Strategic Partnership and the delivery of the Sustainable Community Strategy and Local Area Agreement	AMBER	A review of the Local Strategic Partnership (LSP) is being undertaken given changes in national policy and local needs, including the cessation of local area agreements. This will be concluded by year end.
Corporate Resources	Review overview and scrutiny arrangements	AMBER	Group Leaders are to discuss this matter in due course.

#### 4.7 **FINANCIAL MONITORING**

On 1 March 2010 Council agreed the Budget 2010/11 with a planned net spend for the year of £332 million and a projected balance at 31 March 2011 of £6.5 million. The latest position reflects the out-turn for 2009/10, the notification from the Government on reductions in grant and the departmental projections:-

Details	£million	£million
<b>Projected General Fund balance at 31 March 2011 when setting the budget for 2010/11</b>		6.5
<b>Cabinet decisions</b>		
18 Mar - Foster care costs increased for inflation		-0.1
24 June - Financial out-turn 2009/10 showed an underspending and increase in balance		+3.0
24 June - Reduction in grants to local authorities 2010/11. Area Based Grant of £3.9 million and 'One-off' LABGI/LAA grants of £1.6 million		-5.5
22 July - Reduction in grants to local authorities 2010/11. Agreed savings from departmental budgets		+3.9
2 Sep - Actuarial Review released Insurance Fund resources to balance		+3.4
9 Dec – Balance Sheet Management review released £1.2 million but increased Energy Contract costs of £0.1 million in 2010/11		+1.1
Personal Care at Home initiative not progressed by the Coalition Government (Council reduction net of grant)		+1.0
<b>Projected variances / potential overspends</b>		
Overspend		

Children & Young People	+1.8	
Underspend		
Finance	-0.6	-1.2
<b>General Fund balance at 31 March 2011 based upon the latest projections</b>		12.1

#### **4.7.1 Impact of any Cabinet decisions that have budgetary implications**

On 18 March allocated £90,000 to meet the inflationary increase in the costs of fostering.

On 24 June agreed a report of the financial out-turn for 2009/10 following the completion of the year-end accounts. Overall this resulted in an increase in the projected balance at 31 March 2010 of £3 million the position benefitting from the release of £2.5 million from the Insurance Fund.

The same meeting also considered a report on the reduction in grants to local government 2010/11. Cabinet requested a further report to the July 22 meeting on the Area Based Grant reduction of £3.9 million. The expected £1.4 million of Local Authority Business Growth Incentive and £0.2 million of Local Area Agreement will not now be received and this loss of 'one-off' funding is being met from balances.

On 22 July agreed to a number of reductions in departmental budgets to offset the loss of the £3.9 million of Area Based Grant in 2010/11.

On 2 September agreed a report on the Insurance Fund Actuarial Review which included the release of £3.4 million from the Insurance Fund to the balance.

On 4 November agreed to the appropriate budget requirements to reflect the re-allocation of the former Regeneration Department activities.

On 9 December the mid-year review of Balance Sheet Management saw £1.2 million being agreed to be released to the balance. The same meeting approved the new Energy Contracts for which there was an increased cost of £150,000 in 2010/11 to be met from the balance.

Within Adult Social Services £2.6 million (partially offset by a projected £1.6 million of Area Based Grant) to support Personal Care at Home was deleted as being no longer required as the Coalition Government reversed the decision to guarantee free Personal Care at Home that was to be effective from 1 October 2010.

#### **4.7.2 Variations from the approved budget**

##### **Adult Social Services**

There are continuing pressures on the community care budgets (particularly learning disabilities), income targets and transport. These have been assessed at around £4.4 million. This is a reduction upon the last quarter when a figure of £6.1 million was quoted and reflects the work on reducing costs and liaison with the health partners. The Interim Director is reviewing options before declaring a potential overspend.

### **Children and Young People**

There are significant pressures on the budget, particularly care services. The number of children in residential care is currently above the target. Similarly within foster care, adoption and lodging where the placements have increased during the year. These form the major part of the projected overspend which is partially offset by vacancy control savings giving a net £1.8 million projected overspend (higher than the £1 million reported in September).

### **Finance**

Housing benefit and treasury management activities remain the key areas. The management of the cash-flow has seen the Council benefit from the available interest rates and is expected to achieve a surplus of £0.6 million.

### **Technical Services**

Income streams and particularly planning, development, land charge and car parking income within Technical Services are likely to result in shortfalls of £0.6 million. Within Cultural Services income forms a significant element of the budget are proving difficult to achieve although the Director is looking to identify compensatory savings. The Streetscene contract is subject to an inflationary increase in August for which no budgetary provision has been made and will add £0.2 million to the financial pressures faced by the department in the current year. Overall pressures of £0.8 million have been reported by the Director.

Further supporting information is contained within the Financial Monitoring summary at Appendix 1.

## **4.8 CAPITAL MONITORING**

The Capital Programme 2009/13 was approved by Council on 14 December 2009 and confirmed as part of the budget for 2010/11 by Council on 1 March 2010. Other than the impact of decisions by Council / Cabinet the revisions relate to slippage resulting in both the spend and resources being slipped.

The tables compare the original programme / resources approved as part of the Budget with the latest forecast position that incorporates permanent changes to the programme due to slippage and Cabinet approvals.

<b>Spend</b>	<b>Original Approval</b>	<b>Forecast Sept</b>	<b>Forecast Dec</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Adult Social Services	471	2,193	1,856
Children & Young People	43,527	40,986	35,155
Corporate Services	2,050	6,497	17,530
Finance	1,500	2,929	2,929
Law, HR and Asset Mgt	100	100	2,753
Regeneration	19,802	20,450	0
Technical Services	11,145	12,253	13,622
<b>Total programme</b>	<b>78,595</b>	<b>85,408</b>	<b>73,845</b>

<b>Resources</b>	<b>Original Approval</b>	<b>Forecast Sept</b>	<b>Forecast Dec</b>
------------------	--------------------------	----------------------	---------------------

	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	14,340	22,616	19,674
Grant – Education	41,300	34,976	29,210
Grant – HMRI	7,485	7,485	5,942
Grant – LTP	4,243	3,233	3,233
Grant – Other	7,877	13,388	11,919
Revenue	350	710	867
Capital Receipts	3,000	3,000	3,000
<b>Total resources</b>	<b>78,595</b>	<b>85,408</b>	<b>73,845</b>

The major variation from the Original Approval reflects the slippage of £24 million of schemes with the associated spend and funding from 2009/10 to 2010/11. The re-profiling of schemes, particularly Children & Young People, resulted in £17 million going forward into 2011/13. The reduction in grants announced by the Government has resulted in subsequent revisions to the Children & Young People, former Regeneration and Technical Services grant funded programmes. Cabinet on 4 November 2010 agreed to the re-allocation of the Regeneration programme reflecting the re-allocation of the former department's responsibilities.

## **4.9 PROGRESS ON THE PROGRAMME**

### **Adult Social Services**

The most significant scheme is the Extra Care Housing facility at the former Mendell Lodge site which is progressing well and is due for completion January 2011.

### **Children & Young People**

The opportunity has again been taken to re-profile major capital projects in line with currently expected completion dates, most notably the Pensby Primary/Stanley Special School rebuild and Birkenhead High Academy. The Government reviewed the Building Schools for the Future programme (Woodchurch School unaffected and has now opened); Academies (Birkenhead High School Academy funding confirmed); and a number of changes have been announced impacting on the programme including Harnessing Technology, Youth Capital, Extended Schools and SEN / 14-19 (these changes led to programme revisions).

The Park Primary rebuild is now expected to complete in February 2011 with Pensby Primary School now programmed to complete in March 2012. which will then see work beginning on the co-located Stanley Special School, now due for completion in March 2013. The changed target dates now reflected in the programme.

The Family Support Scheme is the continuation of a previous programme of investment in schemes to support looked after children in gaining placement in a safe and secure environment, avoiding more expensive alternative accommodation.

### **Corporate Services**

Progress continues in delivering support for businesses through the Think Big Investment Fund, with further grants being paid this quarter.

The original grant support required to deliver the Destination West Kirby and the Wirral Country Park schemes was not realised and alternative funding continues to be sought so the schemes currently remain within the programme.

The grant funding agreement between Wirral and Liverpool has now been signed and progress can now be made on delivering the Mersey Heartlands New Growth Point scheme. This was reported to Cabinet on 14 October 2010.

The Government announced a £50 million reduction to the National Housing Market Renewal Programme with the allocation to Wirral further reduced taking the 2010/11 grant allocation down from £9.1 million to £7.4 million of which £5.9 million relates to capital. Similarly the Regional Housing Pot allocation of £2.4 million for 2010/11 reduced significantly from the 2009/10 allocation of £5.2 million which is in line with the allocations to other Local Authorities. The majority of this funding will be used as match funding to HMRI funding.

### **Finance**

The progression of the Strategic Asset Review - IT investment programme is reliant upon decisions on the future of office accommodation. The projection of the 2010/11 Outturn is assumed to be the full amount of the programme, until future actions are determined and this assumption can be changed.

### **Technical Services**

The Government announcement on reducing grant support to local authorities led to a revised programme being approved by Cabinet on 22 July. The M53 junction 3 scheme, which is the largest within the programme, is nearing completion.

Further supporting information is contained within the Capital Monitoring summary at Appendix 2.

## **4.10 CUSTOMER FEEDBACK**

Customer feedback incorporates corporate/statutory complaints, councillor/MP contacts, Ombudsman enquiries and compliments received in the quarter. The focus for customer feedback is to *'put things right and learn from it'* which recognises that complaints specifically should not be dealt with in isolation and instead should be used to inform future improved service delivery.

During the quarter there were 1,645 customer feedback contacts recorded, a 3% increase from the previous quarter. These were received via e-mail (38%); telephone (21%), web (20%); letter (18%) and in person (3%). The quarter showing an increase in those via e-mail and by telephone and less via the web.

There was a 60% increase in corporate complaints from previous quarter dominated by services affected by the adverse weather condition. 40% of the complaints received related to refuse collection. 95% of all corporate complaints closed were within the 15 working days target (up on the 89% in quarter 2) although slightly more complainants progressed to raise stage 2 or stage 3. Those received encompassing standard of service provided (24%) and delays in service (20%) again due to refuse collection and the weather.

In terms of overall response times the quarter saw an average of 8 working days to respond to corporate/statutory complaints (10 days in the previous quarter), 6 working days to respond to Councillor/MP contacts (95% within the target of 10 working days) and an average of 12 calendar days to respond to contacts from Local Government Ombudsman (14 days in previous quarter)

A total of 42 changes to process/procedure or improvements made to service delivery as a result of customer feedback received which represents a 50% decrease on organisational learning from the previous quarter.

Further supporting information is contained within the Customer Services Monitoring summary at Appendix 4.

## **5.0 RELEVANT RISKS**

The Corporate Risk Register was last approved by Cabinet on 3 September 2009 following the review requested by Cabinet which sought to make use of best practice, rationalise the issues contained and link risks to the Council's corporate objectives.

Whilst risk issues are identified under each of the Strategic Objectives the major issues identified as posing the greatest risk to the achievement of the objectives are:-

The Coalition Government response to the national financial position places additional pressures upon all public sector bodies. Grants to Local Authorities in 2010/11 have been reduced and the Comprehensive Spending Review and Provisional Local Government Finance Settlement identified reductions of 30% over the four years 2011/15 with these being largely front-loaded into 2011/12. In meeting this Cabinet has taken a number of actions during this year and the Strategic Change Programme, the offer to employees of severance as well as reductions in spend following the Consultation as agreed on 9 December 2010 will contribute towards meeting the future reductions in Government support..

In terms of corporate governance the level of risk is considered to have risen because of the current level of interim holders of key posts and the number of officers who have left the organisation through the EVR / VSeverance programme. Actions including procedure manuals, guidance on conducting restructuring exercises will help to manage the risk.

This quarter saw the effect of the winter weather with concerns over highways and service disruption. The revised Winter Maintenance arrangements were approved by Cabinet on 17 November and the winter planning arrangements and the Council's All Hazards Plan are to be reviewed by the Health Safety & Resilience Manager at the end of the winter season

Further supporting information is contained within the Risk Monitoring summary at Appendix 3.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 Not applicable

## **7.0 CONSULTATION**

7.1 There are no specific consultation implications arising from this report.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

8.1 There are no specific voluntary, community or faith implications arising from this report.



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

9.1 Any financial implications are contained in section 4.7, 4.8 and 4.9 of this report.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are no specific legal implications arising from this report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 The implementation of the Council's corporate plan will have positive equal opportunities impact. The projects and activities identified in the Corporate Plan are included in the ongoing programme of equality impact assessments. This work is monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

11.2 Equality Impact Assessment (EIA)

- |                                       |     |
|---------------------------------------|-----|
| (a) Is an EIA required?               | Yes |
| (b) If 'yes', has one been completed? | Yes |

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 There are no specific carbon reduction implications arising from this report.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 There are no specific planning or community implications arising from this report.

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## **APPENDICES**

### **To be placed in the web library:**

**Appendix 1** – Financial Monitoring Summary  
**Appendix 2** – Capital Monitoring Summary  
**Appendix 3** – Risk Monitoring Summary  
**Appendix 4** – Customer Feedback Summary

## **REFERENCE MATERIAL**

Not applicable.

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Quarter One Performance and Financial Review – Cabinet	<b>22<sup>nd</sup> July 2010</b>
Quarter Two Performance and Financial Review – Cabinet	<b>4<sup>th</sup> November 2010</b>

## WIRRAL COUNCIL

### CABINET

03 FEBRUARY 2011

<b>SUBJECT:</b>	<b>STRATEGIC CHANGE PROGRAMME - UPDATE</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>Director of Technical Services / Programme Director (Strategic Change)</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR JEFF GREEN</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an update to Cabinet on the Council's Strategic Change Programme.

#### 2.0 RECOMMENDATION

- 2.1 Members note the progress and agree the content of the Strategic Change Programme.

#### 3.0 REASON FOR RECOMMENDATION

- 3.1 Cabinet 9<sup>th</sup> December 2010 recommended that the Lead Officer for the Council's Strategic Change Programme bring an early report on progress of the SCP to Cabinet, which was agreed by Council on 13<sup>th</sup> December 2010.
- 3.2 The resolution also instructed the Lead Officer for the Council's Strategic Change Programme, the Leader and the Deputy Leader of the Council to brief all members of the Council on the content and progress of the Strategic Change Programme. The content of this report provides the context for this forthcoming seminar.

#### 4.0 BACKGROUND AND KEY ISSUES

- 4.1 A review of the Strategic Change Programme was undertaken at the request of Cabinet on the 24 June 2010. That review was reported to cabinet on the 22 July 2010 and concluded that "programme delivery confidence was red" and "delivery of the programme appeared to be unachievable". Following this review, a number of recommendations were made including that a Strategic Change Programme Office be established under the control of the Director of Technical Services with the primary objective of determining a deliverable Strategic Change Programme.

- 4.2 The Strategic Change Programme Office (SCPO) was established under the Director of Technical Services / Programme Director (Strategic Change) and is based in Cheshire Lines. The primary focus of the SCPO has been to re-state the Strategic Change Programme in order to maximise the successful delivery of outcomes.
- 4.3 Cabinet resolved that a Strategic Change Programme Board (SCPB) be established comprising the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive, and the Lead Chief Officer for the Programme. The SCPB held its inaugural meeting in August 2010; it is the executive body responsible to Cabinet for deciding on and delivering the Strategic Change Programme.
- 4.4 Detailed planning and review of projects has been undertaken in conjunction with project managers and Chief Officers, which has culminated in a re-stated Strategic Change Programme. These savings were reported to cabinet on the 9 December 2010 and totalled £10.725 million for 2011/12. The profile of the savings is summarised as:
- £1.249 million from Strategic Change Projects (appendix A)
  - £2.630 million from Efficiency Projects / business as usual (appendix B)
  - £6.846 million from the Transformation of Adult Social Services (appendix C)
- 4.5 Given the low confidence in the delivery of the previous change programme, the Programme Director (Strategic Change) has taken a cautious approach to declaring efficiencies. In contrast to the previous change programme, this programme currently specifies budget savings for 2011/12 only. These savings have been reviewed and approved by the appropriate Chief Officer. The Director of Finance has agreed these savings are deliverable from within existing budgets. Analysis has been undertaken to ensure these savings are net of the recent EVR/VS exercise to avoid any “double counting”.
- 4.6 Where there is insufficient detail in specific projects or they require further work to ascertain the benefits, these projects have been included in the programme, but their benefits remain “to be determined” or have been set at zero for budgeting purposes. This will ensure that the programme does not include unrealistic targets, but also allows for cashable benefits from these projects to contribute to efficiencies in subsequent years of the programme (2012/13, 2013/14) or to bridge any deficits, should some projects experience slippage.
- 4.7 The Strategic Change Programme Board initially met every two weeks to ensure the process for re-stating the programme was robust and efficiency targets achievable. Now the programme has been revised, they currently meet every four weeks to closely monitor delivery, discuss project progress, issues and project variations.

#### **4.8 SUMMARY OF PROJECTS INCLUDED**

- 4.8.1 As set out in paragraph 4.3 the projects are currently categorised into three delivery channels, Strategic Change Projects, Business as Usual projects and the DASS Transformation Programme.
- 4.8.2 Strategic Change Projects (appendix A) are those projects that are seeking to fundamentally change the way service is delivered or the council undertakes its business. These projects critically examine:
- Working practices to ensure they are efficient,
  - Skills, tools and support available to ensure staff can deliver in a joined up way,
  - Access channels to ensure people can access services in ways that suit
  - Service design to ensure it meets individual needs.

Such projects should result in a step change in improvement, cost, quality or any combination. In certain circumstances the change may be beyond a departmental team to deliver either because of the nature of the change or skills required.

- 4.8.3 Business as usual activities (appendix b) are primarily actions to reduce cost and therefore do not require the rigorous project management discipline applied to Strategic Change Projects. These activities will be managed through normal governance processes i.e. Cabinet decides, Executive Team implements and Overview and Scrutiny monitors. However, these activities are significant in terms of the efficiencies to be delivered or the risk to the organisation, that the Strategic Change Programme Board requires some oversight.
- 4.8.4 The DASS programme (appendix c) comprises both strategic change projects and business as usual activities which it is deemed beneficial to manage in a single portfolio.

#### **4.9 NEXT STEPS**

- 4.9.1 The Chief Officers are continually assessing resource requirements to ensure the relevant skill and capacity is applied to projects. This is particularly important in light of the recent EVR/VS exercise, which will result in the replacement of some project managers.
- 4.9.2 Projects are currently at different stages of delivery. Some projects are currently held at the project conception stage – an idea or proposal yet to be worked up in any detail. The Strategic Change Programme Office is working with project managers to develop these projects. Work is also ongoing to identify efficiencies and benefits matrices for 2012/13 & 2013/14.
- 4.9.3 Cabinet 9th December 2010 resolved that the recommendations from the Task Forces regarding potential areas for fees and charges are incorporated into the Strategic Change Programme. The Programme Director (Strategic Change) is working with Chief Officers to initiate this.
- 4.9.4 Cabinet 9th December 2010 resolved that a change seminar is arranged for the Programme Director (Strategic Change), the Leader and Deputy Leader of the

Council to brief all members of the Council on the content and progress of the Strategic Change Programme. This is being scheduled for March 2011.

- 4.9.5 The processes established in restating the change programme and monitoring its delivery allow for the expansion of the programme, enabling emerging ideas to be developed into new projects under the “project conception” stage. These ideas are received from several quarters including the staff suggestion scheme, response from staff to the Leader’s emails, the recent MBA projects and members of the public, the consultation exercise and task force recommendations as well as changes in legislation. The Programme Director (Strategic Change) is working with departments to ensure these ideas are incorporated into the programme.
- 4.9.6 A Change Management theme is being developed in collaboration with the Head of HR & Organisational Development to assist in the delivery of the change programme. Change Management is the process of making changes in a controlled way. It is concerned with ensuring change is sustainable and that people cannot go back to the way things were. This theme will enhance the authority’s readiness for change, addressing fundamentals such as the structure and culture of the organisation, as well as capacity building and training.
- 4.9.7 Work is ongoing to ensure the Strategic Change Programme will be embedded within the corporate plan. The SCP will be a key delivery mechanism for achieving the Council’s objectives. Projects within the SCP will be monitored within the corporate plan and will be clearly linked to appropriate objectives. The projects will incorporated into the authority’s performance management framework and the corporate project management system will facilitate planning, control and delivery of the programme.

## **5.0 RELEVANT RISKS**

- 5.1 The main risk is the non-delivery of benefits, particularly financial, of the Strategic Change Programme. This is mitigated by careful monitoring by the Strategic Change Programme Board, supported by the Strategic Change Programme Office. Risks registers are maintained by project managers. Risks that project managers can no longer control are escalated as issues (via issues logs), through a prescribed process. The Strategic Change Programme Office maintains the risk register for the whole programme.
- 5.2 The Director of Finance undertakes the quality assurance function for the Strategic Change Programme, the results of which will be reported to the Programme Director (Strategic Change). Matters are subsequently referred to the Strategic Change Programme Board by exception or as appropriate by the Programme Director.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 The Council has found the delivery of sustainable change challenging. In re-stating the change programme, the use of consultants has been considered. However the authority has previously embarked on a partnership arrangement with an external provider to deliver change and this was not as successful as originally envisaged. This previous experience and the current financial challenges have led to this option being discounted at this stage. SCPB have also considered a portfolio approach to managing the projects i.e. grouping the projects into themes for delivery. It was believed that this approach would add a layer of complexity during these early stages and this was also discounted. As the programme matures, these options may be further reviewed.

## **7.0 CONSULTATION**

- 7.1 The council worked closely with partner organisations and stakeholders during the “Wirral’s Future - Be Part of it” consultation process which has influenced the content of this programme.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 Opportunities to involve voluntary, community and faith organisations will be considered within individual projects as agreed in the Cabinet resolution of 9<sup>th</sup> December 2010.

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

- 9.1 The resource requirements of the Strategic Change Programme are currently being met through existing staff resources. Individual projects may impact on staffing, assets and IT; any issues will be raised at Departmental Management Teams. If these are not resolved they will be escalated to the Executive Team for resolution and subsequently to SCPB.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 Not applicable

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 The SCP recognises the need to ensure that particular groups and communities are not disadvantaged by any changes in service delivery. Projects pay due regard to the local authority’s obligations under the Equalities Act 2010 and ensure that the impact of any changes on particular groups and communities is assessed and mitigating activity put in place where necessary.
- 11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? An EIA is not required for the programme as a whole; however, where appropriate EIAs have been undertaken for individual projects.

(b) If 'yes', has one been completed? Not applicable.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 Not applicable

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 Not applicable

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## APPENDICES

### Appendix a: strategic change projects

Ref	Project	Project Manager	TARGET SAVINGS £M		Summary of project
			2011/12		
9	Revenues & Benefits	Malcolm Flanagan	0	This project is scheduled to deliver £2.4m by 2014/15. Savings for 2011/12 are counted within the EVR/VS exercise.	The Benefits Service is to work with the DWP's 'Local Authority Performance Division's (LAPD) 'Performance <i>Development Team (PDT)</i> assisting in the review of processes to help introduce further improvements in the administration of HB/CTB.
10	CAS: Streetscene	Malcolm Flanagan	0	The savings associated with this project are counted within the EVR/VS exercise.	Review and implement revised processes for handling StreetScene related services.
11	ICT Strategic Review	Geoff Patterson	0	This project is scheduled to deliver £1.2m by 2014/15. Savings for 2011/12 are counted within the EVR/VS exercise.	Reorganisation of IT Services following strategic review to improve service and reduce costs.  Investment in desktop technology in support of the Office Accommodation Review and to reduce costs.  Investment in server technology in support of the Office Accommodation Review and to reduce costs.  Investment in telephony in support of the Office Accommodation Review and to reduce costs
16	Looked After Children	Julia Hassall	0	This project aims to stabilise the budget in 2011/12 and deliver £2m savings by 2014/15.	Reduction of costs of provision for Looked After Children
17	CYPD Management Review	Andrew Roberts	0	The savings associated with this project are counted within the EVR/VS exercise.	Reduction of departmental staffing costs through efficiencies, structural change and service review.
19	Disposal of assets	Ian Brand	0.481		To implement the recommendations of the Strategic Asset Review in respect of Community Asset Transfer.  To rationalise the Council's operational buildings in response to changes in

			TARGET SAVINGS £M		
					<p>service delivery.</p> <p>To recommend appropriate schemes of investment and improvement to retained assets.</p>
20	Office Rationalisation	Ian Brand	0.368		<p>Savings in annual revenue costs</p> <p>Optimise value for money and efficiency in the use of administrative accommodation</p> <p>Modernise working environments and deliver a greater degree of agility within the workforce</p>
24	PACSPE	Mark Smith	0.2	A further £1m savings are counted within the EVR/VS exercise.	A procurement exercise to transfer the service to a single provider to achieve significant efficiencies and improvement in service delivery.
58	Shared Services	David Green	TBD	Financial benefits are still to be determined.	This project is still at the project concept stage and is concerned with researching potential shared services opportunities that may exist with other partner agencies, local Authorities and partnerships.
60	General Restructure	Chris Hyams	TBD	Benefits net of the recent EVR/VS exercise will be determined once the project has progress beyond project concept to project approval stage.	This project is still at the project concept stage and is concerned with the reduction in management staffing costs through efficiencies, structural change and service reviews.
65	Facilities Management	Ian Brand	TBD	Financial benefits net of the recent EVR/VS exercise are to be finalised.	This project will deliver a centralised Facilities Management service across authority owned buildings, and achieve cost efficiencies through a new approach to service delivery.
66	Transforming Business Support	Chris Hyams	TBD	<p>Some financial benefits have been realised as part of the recent EVR/VD exercise.</p> <p>Additional financial benefits will contribute to future year's savings.</p>	<p>This project will deliver real transformation across the council. It will change systems, processes, workforce skills and culture by modernising our business processes driving efficiency, effectiveness, and value for money throughout the council.</p> <p>The project will establish new ways of working to deliver administrative processes which are predicated on standardisation, consolidation and automation across the organisation.</p> <p>This will be implemented using a phased approach with initial focus on:</p> <ul style="list-style-type: none"> <li>• Absence management</li> <li>• Expenses (including petty cash) &amp; Car mileage</li> </ul>

			TARGET SAVINGS £M		
					<ul style="list-style-type: none"> <li>Employee and Manager self service</li> </ul> <p>It is anticipated that the scope of the project will be broadened to include delivery of modules such as Timesheet submission, Recruitment, People Development and Learning and Occupational Health and Safety at a later date.</p>
67	Procurement: Electronic Payments	Ray Williams	0.2		This project is one of three integrated initiatives that will deliver savings and efficiencies to support front line services, achieve value for money from its procurement and payments activity at a critical point in terms of the Council's financial challenges.
68	Procurement: Category Management	Ray Williams	0	This project enables the efficiencies in project 67 to be realised.	The project will reorganise the Corporate Procure to Pay function from its existing two sections into a category based operation. This will improve service, improve compliance with procurement procedures and reduce back office administrative costs.
69	Procurement: Purchasing co-ordination & system control	Ray Williams	0	This project enables the efficiencies in project 67 to be realised.	The project will reorganise the purchasing coordinator function from its existing devolved part time activity across 6 departments, 40 individuals and broad salary grade range to a single unit managed within corporate procurement with 6 full time purchasing coordinators organised within a category management regime and standard salary grading.

## Appendix B: EFFICIENCY PROJECTS / BUSINESS AS USUAL

Ref	Project	Responsible Officer	TARGET SAVINGS £M		Summary of project
			2011/12		
1	Procurement	Ray Williams	2		This activity focuses upon specific contracts as they are due for renewal this year and over the next three years and sets savings targets from reduced unit cost. The project approach includes a monitoring system to show the effect of each contract as it is let, detail whether unit costs were reduced or increased, the budgetary impact and the service areas that are affected.
26	Street Lighting	Kevin Ellis	0.05		Installation of a Street Lighting Management System to monitor energy usage and enable lighting to be dimmed, resulting in efficiency savings.
27	Traffic Management	Mark Smith	0.15		A move from reactive to planned service delivery for traffic management through a service review based on “Lean” principles.
28	HAMS	Shaun Brady	0.1		This project relates to the procurement of an ICT system to manage Highway Assets.
31	Energy Efficiency	Ian Brand	0.08		This activity consists of three energy efficiency schemes at various sites to reduce operating costs, save energy and reduce CO <sub>2</sub> emissions.
39	Printing review	Geoff Patterson	0.25		Revisit current print strategy and develop 2 year plan to reduce costs by a minimum of £500k which would, among other initiatives, look to replace high cost local networked printers with larger, more cost effective Multi Functional Devices and by rationalising two main reprographics operations into a single point of operation at Birkenhead.
42	Balances & Reserves	Tom Sault	1.2	Cabinet (09/12/2010) agreed to return to General Fund Balances	Review of all current reserves and balances.
44	Contract Review	Ray Williams	0	Financial benefits are still to be determined.	In accordance with Minute No 64 of Cabinet dated 22 July2010, a co-ordinated and full review of existing contracts is to be undertaken to identify and achieve any opportunities which are in the financial interests of the Council.
55	Review of employee pay costs.	Chris Hyams	TBD	Financial benefits are to be determined following the initial analysis and conclusion of the review.	Review of the current pay costs e.g. essential and casual car user allowances, as part of a wider exercise to reduce the current costs associated with employing people.  Identify the additional pay costs to salary that could change to realise savings in the costs of employing people.
56	Review of Capital Programme	Tom Sault	TBD	Financial benefits are still to be determined.	A review of the capital programme to validate each project and agree its continuing relevance and to ensure the relevance of the Capital programme to release capital commitments. Cabinet (09/12/2010) resolved any change to financial requirements be reflected in the budget projections.

57	Review of Fees & Charges	Tom Sault	TBD	Financial benefits are still to be determined.	To review the current charging system of all services the council provide.
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## Appendix C: DASS TRANSFORMATION PROGRAMME

Ref	Project	Project Manager	TARGET SAVINGS (£M)		Summary of project
			2011/12		
2	Assistive Technology	Angie Carter	0	Financial benefits are to be evaluated.	The Project aims to use new technology such as falls detectors, movement sensors, etc to reduce people's reliance on traditional support services (eg home care), which will lead to 'cashable savings', or avoid incidents that could lead to more expensive intervention and support (cost avoidance). The latter aims to offset the projected increase in demand and may become 'cashable' if it avoids the existing cohort of supported people being replaced by the next. The aim is to deliver assistive technology to 14,500 people by March 2013.
3	Market Management	Mike Fowler	5.37		Implement Outcomes based framework agreement for Personal Support at Home to replace Contracts for Home Care and Supported Living from 1st April 2011. The primary purpose is to promote personalisation and deliver efficiencies.
5	Learning Disabilities	Jayne Marshall	0	This project aims to stabilise the budget and manage growth within existing resources. This will result in reduced expenditure of approximately £4.8m.	The Project aims to re-shape services for people with a learning disability in Wirral in order to stabilise the budget which was £4m overspent in 2009-10. This does not constitute a reduction in the base budget for learning disability services, rather a reduction in spend in order to balance the budget. Furthermore demand is expected to rise by an average 29 people with complex needs per year over the next 10 years representing approximately £0.8m unavoidable growth per year. This re-shaped offer to people with a learning disability in Wirral will minimise the need to include this as growth in annual budget setting process.
6	Re-provision of in-house Care Services	Christine Beyga	1.476		This project will ensure respite and intermediate care currently provided at Mapleholme, Pensall, Poulton, Meadowcroft and Fearnleigh is re-provided by suitable voluntary, community, faith-based or independent sector organisations.
7	Transport	Christine Beyga	0	The savings associated with this project are counted within the EVR/VS exercise.	This project aims to develop and procure a joint contract for the provision of passenger transport, merge back office staff teams for DASS and CYP SEN Transport and reduce costs of current operation.
33	Personal budgets	Paula Neate	0	There are no savings directly associated with this project.	To implement personal budgets so that by April 2011 at least 30% of eligible service users/carers will have a personal budget.
34	Early Intervention	Maura Noone	0	Financial benefits are still to be determined.	This Project will develop services that prevent people from requiring social care, by providing good information, advice, low level practical support, healthy living support, appropriate housing options, re-ablement and crisis response services.

43	Third Sector Contracts	Maura Noone	TBD	Financial benefits are still to be determined.	This project is still at conception stage and will be managed as part of the Big Society agenda.
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## REFERENCE MATERIAL

Review of Strategic Change Programme, Cabinet, 22 July 2010

Wirral's Future - Be Part of It: Taskforce Options & Recommendations, Cabinet, 9 December 2010

Budget Projections 2011-15, Cabinet, 9 December 2010

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	07 February 2008
	10 December 2008
	23 April 2009
	15 October 2009
	14 January 2010
	24 June 2010
	22 July 2010
Council Excellence Overview & Scrutiny	28 October 2010



**WIRRAL COUNCIL  
CABINET  
3 FEBRUARY 2011**

<b>SUBJECT:</b>	<b>DISCRETIONARY RATE RELIEF FOR NON PROFIT MAKING ORGANISATIONS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR JEFF GREEN</b>
<b>KEY DECISION?</b>	<b>NO</b>

## **1.0 EXECUTIVE SUMMARY**

- 1.1 Cabinet on 22 July 2010, requested a review of the Discretionary Rate Relief policy.
- 1.1. Due to legislative requirements, any changes in Council policy will only take effect from 1 April 2012 for existing recipients of discretionary rate relief.

## **2.0 RECOMMENDATIONS**

- 2.1 That Members increase the Discretionary Rate Relief budget for 2010-11 by £190,000 to meet the current demand.
- 2.2 That the award of top up Discretionary Rate Relief to voluntary and aided schools, foundation, and trust schools be met from the Schools Budget from 2011-12 subject to the agreement of the Schools Forum on 25 January 2011.
- 2.3 That all future discretionary rate relief applications in respect of properties with a rateable value of less than £18,000 be accompanied by a Small Business Rate Relief (SBRR) application to encourage SBRR take up and then to continue to reduce the reliance on the Discretionary Rate Relief budget.
- 2.4 That, with effect from 1 April 2012, Community Interest Companies and social welfare organisations that occupy properties with rateable values under £18,000 (in line with the SBRR limits) be entitled to full discretionary rate relief and those occupying properties of £18,000 or more be considered by Members on a case by case basis

### **3.0 REASONS FOR RECOMMENDATIONS**

- 3.1 There is a clear need to review the level of the Discretionary Rate Relief budget in view of the current budgetary pressures and the area of greatest demand is Voluntary and Aided Schools which account for £337,000.
- 3.2 In view of the varied nature of the organisations that receive relief and the functions that they fulfil, especially during periods of economic recession, officers feel that it would be a counter productive move to reduce the level of relief to other organisations.
- 3.3 The Schools Forum met on 25 January 2011 to consider a proposal to contribute an annual amount from the Schools Budget equivalent to the cost of awarding relief to eligible schools with effect from 2011-12
- 3.4 An exercise to encourage organisations that receive full discretionary rate relief to apply for small business rate relief as well could realise net savings of approximately £15,000 per annum
- 3.5 Community Interest Companies (CICs) are a relatively new phenomenon that are regulated nationally, tend to have a community objective and tend not to be established for private gain or profit, however, consideration to award a given percentage of relief dependent on the size of the rateable value would seem appropriate. Given the opportunity to limit the burden on the Discretionary Rate Relief budget by use of Small Business Rate Relief (SBRR) legislation, it would appear reasonable to apply a capping level at the SBRR rateable value levels.
- 3.6 The Government has indicated that it sees social enterprise at the heart of a reform of public services and, consequently, this may result in an increase within this category of relief in future. There are a number of social enterprise companies that currently benefit from discretionary rate relief assistance such as organisations set up to assist educational establishments in training for vocational qualifications.

### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 Section 47 of the Local Government Finance Act 1988 and the NNDR (Discretionary Relief) Regulations 1989 detailed the scheme for relief. In 1989 and 2002 the Government issued guidance notes urging local authorities to exercise their power of granting relief generously to organisations which satisfied the criteria. The suggested criteria have been broadly adopted by the Authority and are reproduced in Appendix A.
- 4.2 Council policy has its foundation in a report to the Policy and Resources Committee on 24 January 1990, as amended in December 1992, that 100% discretionary rate relief be given to certain non profit making voluntary or sporting organisations which broadly fit the criteria laid down.

- 4.3 Members last reviewed the Discretionary Rate Relief policy in 2007 and minor amendments to the policy took effect from April 2008.
- 4.4 Discretionary rate relief tends to be awarded to three different categories of organisation:-
- a. Charities who currently receive 80% mandatory relief funded by the Government, may receive the additional 20% as top up discretionary rate relief
  - b. Organisations not established nor conducted for profit may receive up to 100% discretionary rate relief
  - c. Eligible ratepayers situated in a designated rural settlement area currently receive 50% mandatory relief topped up by the additional 50% rate relief at the discretion of the Council
- 4.5 The various categories of organisations currently in receipt of rate relief are detailed in Appendix B together with the amount of relief awarded. The categories that receive the largest amounts of relief are Voluntary and Aided Schools (including Foundation Schools), Welfare Organisations, and Charity Shops at a cost to the Authority of £337,000, £84,000 and £66,000 respectively.
- 4.6 The General Fund is required to fund 75% of any discretionary relief awarded in respect of top up cases and 25% of any relief awarded in other circumstances.
- 4.7 The budgetary provision for discretionary rate relief in 2010-11 stands at £459,600. The actual amount awarded this year is likely to be £650,000.
- 4.8 The primary reason for the increase in the amount awarded has been the recent change of status by a number of schools in the area to foundation, or trust status.
- 4.9 When the criteria were last reviewed, this Authority continued to reflect Government suggestions to be generous in its policy towards appropriate organisations.
- 4.10 Currently, if an organisation broadly fulfils the criteria, full relief from the annual charge is allowed. There is, however, a need to review changing circumstances and costs and in view of current budget issues it is thought appropriate that current policy be reviewed.

## **5.0 RELEVANT RISKS**

- 5.1 Non Domestic Rates legislation requires 12 months notice, commencing on 1 April, of any variation in discretionary rate relief. If this notice to current recipients is delayed beyond 1 April 2011, potential savings can only commence with effect from 1 April 2013.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Whilst the Council contributes substantial discretionary rate relief to the welfare sector, considering an option to reduce the levels at this time was not deemed appropriate.
- 6.2 The entire full discretionary element amounts to a £60,000 cost to the Discretionary Rate Relief Budget, and consequently it was determined to focus the review on the higher value areas.

## **7.0 CONSULTATION**

- 7.1 A number of rating authorities comparable to Wirral have been consulted with regard to their discretionary rate relief policies.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 There are none arising directly from this report.

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

- 9.1 Relief can be given up to 100% of the amount due and, of any amount awarded, 75% is borne by the Government via the National Pool. The remaining 25% would be met by the General Fund.
- 9.2 It is proposed that any new policy for existing recipients will take effect from 1 April 2012.
- 9.3 The Discretionary Rate Relief budget is £459,600 in 2010-11. Demand is likely to be £650,000 and therefore an additional £190,000 is required in 2010-11.
- 9.4. Transferring the schools element to the Schools Budget from 2011-12 would reduce General Fund expenditure by £337,000.
- 9.5. There are no IT, Staffing or Asset resource implications arising from this report.

## **10.0. LEGAL IMPLICATIONS**

- 10.1 There are none arising directly from this report.

## **10.0 EQUALITIES IMPLICATIONS**

- 11.1 There are none arising directly from this report.

## **11.2 Equality Impact Assessment (EIA)**

(a) Is an EIA required? No

## **11.0 CARBON REDUCTION IMPLICATIONS**

**12.1** There are none arising directly from this report.

## **12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

**13.1** There are none arising directly from this report.

### **REPORT AUTHOR:**

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FNCE/4/11

## **APPENDICES**

A – Policy and Resources Committee extract

B – Award of Discretionary Rate Relief by Category

## **REFERENCE MATERIAL**

Statistical data obtained from the integrated Revenues and Benefits system.

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Cabinet	22 July 2010
Cabinet	4 February 2010
Cabinet	10 January 2008

## **APPENDIX A**

The following is an extract of Policy and Resources Committee Report (FNCE/4/90) approved by min 386 (P&R) of 24 January 1990 as amended by minute 185 (P&R) of 15 December 1992 which details the criteria that has been used to assess applications.

### **1. ACCESS**

- 1.1. Is membership open to all sections of the community? There may be legitimate restrictions placed on membership which relate for example to ability in a sport or the achievement of a standard in the field covered by the organisation or where the capacity of the facility is limited. Clubs or organisations should not be considered if they have membership rates set at such a high level as to exclude the general community. In general, the club or organisation must be prepared to show that the criteria by which it considers applications for membership are consistent with the principle of open access.
- 1.2. Does the organisation actively encourage membership from particular groups in the community e.g. young people, women, older age groups, persons with disability, ethnic minorities, etc? An organisation which encouraged such membership might expect more sympathetic consideration than one which made no effort to attract members from groups which the Authority considered to be particularly deserving of support.
- 1.3. Are the facilities made available to people other than members, e.g. schools, casual public sessions etc? The wider use of facilities should be encouraged and rate relief might be one form of recognition that an organisation was promoting its facilities more widely.

### **2. PROVISION OF FACILITIES**

- 2.1. Does the organisation provide training or education for its members? Are there schemes for particular groups to develop their skills e.g. young people, the disabled, retired people? An organisation providing such facilities might deserve more support than one which did not.
- 2.2. Have the facilities available been provided by self-help or grant aid? The fact that a club uses or has used self-help for construction or maintenance or had facilities funded by grant aid might be an indicator.
- 2.3. Does the organisation run a bar? The mere existence of a bar should not in itself be a reason for not granting relief. The Authority should look at the main purpose of the organisation. In sports clubs for example the balance between playing and non-playing members might provide a useful guide as to whether the main purpose of the club is sporting or social activities. A social club whose main aim is to bring together people with similar interests should not be excluded from relief just because of the existence of a licensed bar.

- 2.4. Does the organisation provide facilities which indirectly relieve the Authority of the need to do so, or enhance and supplement those which it does provide? Authorities should not refuse relief on the grounds that an organisation is in competition with the Authority itself, but should look at the broader context of needs of the community as a whole. A new need, not being provided by the Authority itself but identified as a priority for action, might be particularly deserving of support.

### 3. **OTHER CONSIDERATIONS**

- 3.1. Is the organisation affiliated to local or national organisations e.g. local sports or arts councils, national representative bodies, i.e. are they actively involved in local/national development of their interests?
- 3.2. If the organisation is a sporting club, whose main activities are a recognised eligible sport, has it registered with the Inland Revenue as a Community Amateur Sports Club (CASC). If not the club should be encouraged to do so.
- 3.3. Is the membership drawn from people mainly resident in the charging authority's area? Although authorities will have in mind that 25% of the cost of any relief given will be borne by the Council Taxpayers in their area, particular difficulties may arise with hereditaments which straddle local authorities boundaries and which under Regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 (S.I. 1989 No. 1060) will now fall to be shown in one list. In these cases and in those where hereditaments are situated close to an authority's boundary, a proportion of the membership may come from another charging authority area. Also for geographical reasons, or because of the nature of the terrain, particular facilities may be the only ones available for a wide area. In such cases the joint use of facilities by one or more similar organisations is not uncommon. In most cases there will be a measure of reciprocity between the memberships of organisations from different areas.
- 3.3. Authorities may wish to add further criteria or substitute relevant alternative criteria, which are appropriate to the furthering of their policies and the needs of the community such as development programmes. They should also bear in mind the need to encourage new activities in the wide range of organisations for which relief from rates is available.
- 3.4. The manner in which charities or organisations are funded should also be considered. In cases of full or substantial funding from central government; either directly or through an agency, council or similar body, which is funded or established by central government, consideration should be given to the merit of awarding relief.
- 3.5. Are members paid to participate? The Authority may wish to consider whether to award relief where payments or other significant benefits are provided to players. Exceptions may be the reimbursement of reasonable travel expenses or reasonable provision and maintenance of club owned equipment. The

Authority may look favourably on clubs whose paid players contribute more to the club than just playing e.g. by coaching younger members.

- 3.6. The Authority may wish to consider the extent to which the organisation's activities contribute to local community strategies or authority objectives for developing neighbourhood identity, community building or social inclusion.
- 3.7. Housing Associations, universities, further education colleges and independent schools are specifically excluded from receiving discretionary rate relief as per Cabinet decision dated 10 January 2008



## APPENDIX B

### Award of Discretionary Rate Relief (by category)

Type of Organisation	No	Cost to Authority £000
Voluntary and Aided Schools	39	337
Youth Organisations	47	13
Charity Shops	74	66
Welfare Organisations	95	84
Community and Residents Associations	50	45
Training Organisations	4	11
Miscellaneous Mandatory	23	15
National Charities	5	2
Theatre Charities	4	2
Playgroups	1	-
Museums	2	12
Religious groups	7	2
Rural Relief	1	-
<b>Total discretionary Top up cases</b>		<b>590</b>
Miscellaneous Discretionary	1	7
Community Amateur Sports Club	9	5
Soccer Clubs	8	4
Rugby Clubs	8	11
Cricket Clubs	7	4
Tennis Clubs	12	4
Bowling Clubs	8	2
Sailing Clubs	8	4
Miscellaneous Sports	10	6
Miscellaneous Discretionary	12	4
Golf Clubs	5	1
Community Centres	10	3
Community Interest Company	1	2
Advice Centres	3	4
<b>Total Full discretionary cases</b>		<b>60</b>
<b>Totals</b>	<b>454</b>	<b>650</b>

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## **WIRRAL COUNCIL**

## **CABINET**

**3 FEBRUARY 2011**

## **REPORT OF THE DIRECTOR OF FINANCE**

## **PENSION FUND BUDGET 2011-2012**

### **1. EXECUTIVE SUMMARY**

- 1.1. This report outlines the Pension Fund budget incorporating the administration and investment costs for 2011-12, and also shows a revised budget for 2010-11. The Pensions Committee approved the budget on 11 January 2011.

### **2. PROBABLE OUTTURN 2010-2011**

- 2.1 The Probable Outturn for 2010-11 shows a projected overspending of £144,000 on a budget of £13.8m. In making such projections, assumptions need to be made regarding the change in value of the Fund during the final quarter of 2010-2011.
- 2.2 Those budget headings related to the value of the Fund are expected to overspend by £650,000. Increased ad valorem fees are payable to fund managers to reflect the increase of £500m in the value of the Fund over the previous 12 months. The same applies to custody fees.
- 2.2 Apart from the above expenditure which is directly related to the value of the Fund, most other budgets are projected to underspend.
- 2.3 Staffing is expected to return an underspending. Savings which resulted both from holding vacancies, reduced expenditure on pension costs and staff departing due to EVR/Voluntary severance are expected to more than offset the one-off costs of severance and ongoing costs of the pension strain.
- 2.4 There is a projected £134,000 underspending on supplies and services, including furniture (£35,800) and use of external services. External audit costs are expected to come in under budget.
- 2.5 There is an underspending of £45,000 on manager selection costs as the consultants fees in respect of the recently- tendered Japan, Far East and Emerging Markets mandates will be met by the successful fund managers.
- 2.6 Costs of monitoring the increasingly complex investment portfolio have exceeded budget.

### **3 BUDGET 2011-2012**

- 3.1 The staff re-structuring is in the final stages of approval. Generally, severance costs, pension strain and the resultant savings of those staff departing from MPF during the period 31 December 2010 to 30 June 2011, are known. One-off severance costs, and costs of the pension strain, are shown under “Other staffing costs”.
- 3.2 The budget excludes certain costs which are, or are expected to be, reflected in increases in the value of the Fund. This includes payments to tax advisers who are assisting with the pursuit of further recoveries of UK tax, European Withholding Tax and USA tax. Performance payments to managers to exceed out-performance targets are covered by the related change in Fund value, hence are not explicitly budgeted for.
- 3.3. The detailed budget is shown as the appendix to this report, and totals £16,601,900. It reflects decisions previously taken by the Pensions Committee, including the following:
- additional ad valorem fees to investment managers reflecting the outcome of the award of the Japan, Far East and Emerging Markets mandates
  - the resultant increased costs of performance measurement and performance monitoring by the internal team
  - the deletion of the additional provision of £163,000 in 2010-2011 only to reflect the new Pensions Administration System.
  - the full year effect of the reduction in the budget for Independent Advisors
- 3.4 Increases Linked to the Value of the Fund
- a. There is an increase in the budget for investment management expenses, which are estimated to total £10,908,300 in 2011-2012. These fees vary according to the value of each portfolio. The increase reflects the higher Fund values over the last 12 months, and assumes a further modest increase in the Fund value during 2011- 2012.
- b. Custodian fees have also increased, as the basic custody element is also charged on an ad valorem basis.
- 3.5 The budget for rental of Castle Chambers will reduce due to the competitiveness of office rents in Liverpool.
- 3.6 The reduction in actuarial fees reflects the fact that 2011-2012 is not a Triennial Valuation year.
- 3.7 A virement of £11,000 is proposed from IT development to printing costs associated with the effective communication of the anticipated fundamental changes of LGPS regulations.

- 3.8 A further reduction of £16,400 is proposed for furniture and office equipment, to reflect lower staffing levels.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1. The estimates cover the administrative costs of MPF together with the investment management costs. The costs of administering the pensions service are recoverable from employers by inclusion in their contributions and currently amount to around 0.5% of the employer contribution rates which have been revised with effect from 1 April 2011. The next revision of contribution rates will follow the Triennial Valuation scheduled for March 2013, for implementation in April 2014.

#### **5. STAFFING IMPLICATIONS**

- 5.1. These are covered in more detail in a separate report to this Committee.

#### **6. EQUAL OPPORTUNITY IMPLICATIONS**

- 6.1. There are none arising directly from this report.

#### **7. HUMAN RIGHTS IMPLICATIONS**

- 7.1. There are none arising directly from this report.

#### **8. COMMUNITY SAFETY IMPLICATIONS**

- 8.1. There are none arising directly from this report.

#### **9. LOCAL MEMBER SUPPORT IMPLICATIONS**

- 9.1. There are none arising directly from this report.

#### **10. LOCAL AGENDA 21 IMPLICATIONS**

- 10.1. There are no implications in this report.

#### **11. PLANNING IMPLICATIONS**

- 11.1. There are none arising directly from this report.

#### **12. BACKGROUND PAPERS**

- 12.1 None were used in the preparation of this report.

13. **RECOMMENDATION**

13.1. That Members note the estimates for 2011-2012.

IAN COLEMAN  
DIRECTOR OF FINANCE

FNCE/10/11

	ESTIMATE 2010-11 £	PROBABLE 2010-11 £	APPENDIX ESTIMATE 2011-12 £
<b>Employees</b>			
Pay, NI and Pension	2,898,100	2,426,000	2,665,100
Training	41,000	16,000	41,000
Other staffing costs	17,200	174,200	182,000
	<u>2,956,300</u>	<u>2,616,200</u>	<u>2,888,100</u>
<b>Premises</b>			
Rents	130,300	114,700	114,700
	<u>130,300</u>	<u>114,700</u>	<u>114,700</u>
<b>Transport</b>			
Public transport expenses	21,200	30,200	38,600
Car Allowances	2,200	2,500	1,600
	<u>23,400</u>	<u>32,700</u>	<u>40,200</u>
<b>Supplies</b>			
Furniture and office equipment	57,900	22,100	41,500
Printing, stationery literature and employer/ee liaison	158,500	158,000	158,500
Computer Development and hardware	76,000	51,000	55,000
Postages and telephones	141,800	128,000	138,800
Services, External Audit - Stamp Duty	55,200	54,100	52,700
Services, Consultants Fees	226,500	175,800	217,800
Conference and subsistence expenses	33,700	42,100	48,800
Subscriptions	254,500	241,700	274,700
Other	18,700	15,400	16,500
	<u>1,022,800</u>	<u>888,200</u>	<u>1,004,300</u>
<b>Third Party</b>			
Medical fees	0	9,000	9000
Bank charges	18,400	18,400	18,400
Investment Management Fees	7,918,500	8,500,000	10,908,300
Custodian Fees	467,000	500,000	510,000
Actuarial Fees	166,000	166,000	151,000
Other Hired & Contracted Services	387,700	387,700	224,700
	<u>8,957,600</u>	<u>9,581,100</u>	<u>11,821,400</u>
<b>Transfers</b>			
Payments for devolved administration	177,800	177,800	184,900
<b>Support</b>			
Central Support - I T Charges	372,900	372,900	372,900
Central Support - Costs of Democracy	1,400	1,400	1,400
Central Support - Other Charges	248,700	248,700	248,700
	<u>623,000</u>	<u>623,000</u>	<u>623,000</u>
<b>Total Expenditure</b>	<b>13,891,200</b>	<b>14,033,700</b>	<b>16,676,600</b>
<b>Income</b>			
Fees	0	0	0
Fire Service Administration	-76,300	-74,700	-74,700
<b>Total Income</b>	<u>-76,300</u>	<u>-74,700</u>	<u>-74,700</u>
<b>Total Net Expenditure</b>	<b>13,814,900</b>	<b>13,959,000</b>	<b>16,601,900</b>

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## WIRRAL COUNCIL

## CABINET

3 FEBRUARY 2011

<b>SUBJECT</b>	<b>TREASURY MANAGEMENT PERFORMANCE MONITORING</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR J. E. GREEN</b>
<b>KEY DECISION</b>	<b>YES</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 This report presents a review of Treasury Management activities during the third quarter of 2010/11 and confirms compliance with treasury limits and prudential indicators. It has been prepared in accordance with the revised CIPFA Treasury Management Code and the revised Prudential Code.

### 2.0 RECOMMENDATION

- 2.1 That the Treasury Management Performance Monitoring Report be noted.

### 3.0 REASON FOR RECOMMENDATION

- 3.1 The Treasury Management Code requires public sector authorities to determine an annual Treasury Management Strategy and, as a minimum, to formally report on their treasury activities and arrangements to Council mid-year and after the year-end. These reports enable those tasked with implementing policies and undertaking transactions to demonstrate that they have properly fulfilled their responsibilities and enable those with responsibility/governance of the treasury management function to scrutinise and assess its effectiveness and compliance with policies and objectives.

### 4.0 BACKGROUND AND KEY ISSUES

- 4.1 Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services and in this context is the “management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks”.

- 4.2 Cabinet approves the Treasury Management Strategy at the start of each financial year. This identifies proposals to finance capital expenditure, borrow and invest in the light of capital spending requirements, the interest rate forecasts and the expected economic conditions. At the end of each financial year Cabinet receives this Annual Report which details performance against the Strategy. In accordance with the revised Treasury Management Code, a Treasury Management monitoring report is presented to Cabinet and Council on a quarterly basis.

## **CURRENT ECONOMIC ENVIRONMENT**

- 4.3 The Spending Review announced on 20 October 2010 set out how the Government will carry out the deficit reduction plan over the next four years, with the aim of eliminating the structural deficit by 2015. Particular focus was given to “reducing welfare costs and wasteful spending”. Departmental budgets (other than Health and Overseas Aid) are to be cut by an average of 19%, with around £81 billion cut from public spending overall, over four years. The Office of Budget Responsibility (OBR), commented that there was a better than even chance of hitting the fiscal mandates and that the rebalancing of the economy could be relatively pain-free.
- 4.4 The Bank of England (BoE) November Quarterly Inflation Report projected inflation to remain above the 2% target throughout 2011. In the BoE view the recovery in economic activity was likely to continue, with GDP growth more likely to be above the historical average than below it for much of the two year forecast period. Consumer Price Inflation (CPI), rose to 3.3% year-on-year to November 2010 and was expected to remain high into 2011.
- 4.5 The UK economy grew in the third calendar quarter of 2010 by 0.8%, twice as much as economists forecast, as services and construction helped sustain the recovery. The annual growth rate increased to 2.8%. The Monetary Policy Committee (MPC) maintained the Bank Rate at 0.5%, and although the MPC maintained Quantitative Easing at £200 billion, minutes of the MPC meetings showed the MPC was clearly ready to resume asset purchases if the economy slowed faster than expected.

## **THE COUNCIL TREASURY POSITION**

- 4.6 The table shows how the position has changed since 30 September 2010.

**Table 1 : Summary of Treasury Position**

<b>Investments</b>	<b>Balance at 30 Sep 2010 £m</b>	<b>Maturing Investments £m</b>	<b>New Investments £m</b>	<b>Balance at 31 Dec 2010 £m</b>
Internal managed investments	146	158	159	147
<b>TOTAL INVESTMENTS</b>	<b>146</b>	<b>158</b>	<b>159</b>	<b>147</b>

<b>Borrowings</b>	<b>Balance at 30 Sep 2010 £m</b>	<b>Maturing Borrowings £m</b>	<b>New Borrowings £m</b>	<b>Balance at 31 Dec 2010 £m</b>
Long-term fixed rate	282	13	5	274
Long-term variable rate	0	0	0	0
Temporary borrowing	0	0	0	0
<b>TOTAL BORROWING</b>	<b>282</b>	<b>13</b>	<b>5</b>	<b>274</b>
<b>NET BORROWING</b>	<b>136</b>			<b>127</b>

## INVESTMENTS

- 4.7 The Treasury Management Team can invest money for periods varying from 1 day to 10 years, in accordance with the Treasury Management Strategy, to earn interest until the money is required by the Council. These investments arise from a number of sources including General Fund Balances, Reserves and Provisions, Grants received in advance of expenditure, Money borrowed in advance of capital expenditure, Schools' Balances and Daily Cashflow/ Working Capital.

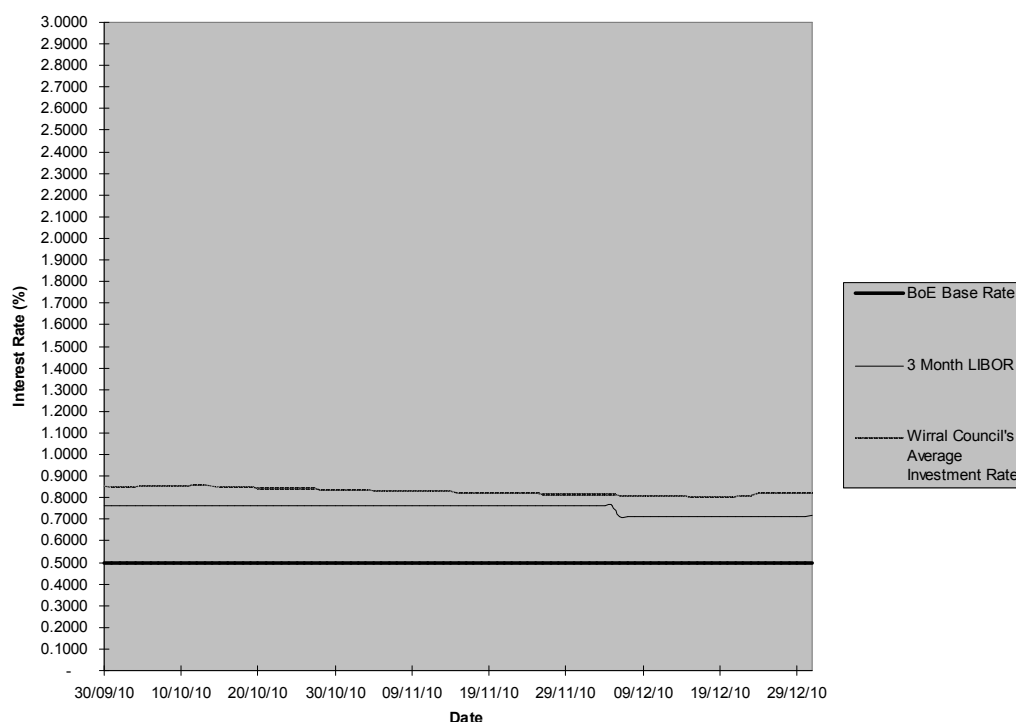
- 4.8 At 31 December 2010 the Council held investments of £147 million

**Table 2 : Investments at 31 December 2010**

<b>Investments with:</b>	<b>£m</b>
UK Banks	72,200
Building Societies	12,700
Money Market Funds	50,550
Other Local Authorities	3,500
Gilts and Bonds	8,500
<b>TOTAL</b>	<b>147,450</b>

- 4.9 Of the above investments, £55 million is invested in instant access funds, £81 million is invested for up to 1 year and £11 million is invested for up to 5 years.
- 4.10 The average rate of return on investments as at 31 December 2010 is 0.97%. The graph shows the Treasury Management Team rate of return against the Bank of England base rate and the 3 month LIBOR (the inter bank lending rate):

## Investment Rate of Return in 2010/11



- 4.11 The rate at which the Council can invest money continues to be low, in line with the record low Bank of England base rate.
- 4.12 The Council maintains a restrictive policy on new investments by only investing in UK institutions A+ rated or above and continues to invest in AAA rated money market funds, gilts and bonds.
- 4.13 The 2010/11 investment income budget has been reduced to £0.7 million to reflect the low interest rates that are anticipated to continue throughout the financial year. With low interest rates it is unlikely that the Authority will achieve the large surpluses that have been made in the past few years.

### ***Icelandic Investment***

- 4.14 The Authority has £2 million deposited with Heritable Bank, a UK registered Bank, at an interest rate of 6.22% which was due to mature on 28 November 2008. The Company was placed in administration on 7 October 2008. Members have received regular updates regarding the circumstances and the latest situation. In March 2009 an Audit Commission report confirmed that Wirral Council had acted, and continues to act, prudently and properly in all its investment activities.
- 4.15 The latest creditor progress report issued by the Administrators Ernst and Young, dated 28 January 2010, outlined that the return to creditors is projected to be 85p in the £ by the end of 2012 and the final recovery could be higher.
- 4.16 To date, £956,073 has been received with payments due over 2010/12.

**Table 3 : Heritable Bank Repayments**

	£
<b>Initial Investment</b>	<b>2,000,000</b>
<b>Actual Repayments Received</b>	
As at 31 Dec 10	956,073
<b>Estimate of Future Repayments</b>	
Dec-10	104,289
Mar-11	104,289
Jun-11	104,289
Sep-11	104,289
Dec-11	104,289
Mar-12	104,289
Jun-12	104,289
Sep-12	104,289
<b>Total</b>	<b>834,312</b>
<b>Estimate of Minimum Total Repayment</b>	<b>1,790,385</b>

- 4.17 Please note that the amounts and timings of future payments are estimates and are not definitive. Favourable changes in market conditions could lead to higher than estimated repayments.
- 4.18 If Heritable Bank is unable to repay in full, I have also made a pre-emptive claim against Landsbanki Islands HF for the difference. When the original investment was made it was with Landsbanki Islands HF providing a guarantee to reimburse the Council should Heritable be unable to repay. It should be noted that Landsbanki Islands HF is also in Administration.

## **BORROWING**

- 4.19 The Council undertakes borrowing to help fund capital expenditure. In 2010/11 the capital programme requires borrowing of £14 million.
- 4.20 As at 31 December 2010 the Council had borrowed £10 million from the Public Works Loan Board (PWLB); £5 million borrowed over 50 years at a rate of 3.92%, repayable at maturity and £5 million borrowed over 10 years at a rate of 1.89% repayable in equal instalments over the life of the loan. To put the rate of interest paid on these loans into context, existing borrowings incur an average rate of interest of 5.6%.

- 4.21 Both of these loans were taken out before the announcement in the Spending Review from HM Treasury to the PWLB to increase the interest rate on all new loans by an average of 1% above UK Government Gilts. The new borrowing rates for fixed loans increased by approximately 0.87% across all maturities, and variable rates by 0.90%. Premature repayment rates did not benefit from the corresponding increase and the PWLB methodology remained unchanged. HM Treasury determined that these changes ensured that the rate at which loans are made available to local authorities better reflected the availability of capital funding post-Spending Review and would encourage optimal borrowing and investment decisions.
- 4.22 Whilst competitive, comparable equivalents to PWLB are readily available, the Council will adopt a cautious and considered approach to future borrowing. The treasury adviser, Arlingclose, is actively consulting with investors, investment banks, lawyers and credit rating agencies to establish the attraction of different sources of borrowing, including bond schemes, loan products and their related risk/reward trade off. A prudent and pragmatic approach to borrowing will be maintained to minimise borrowing costs without compromising the longer-term stability of the portfolio, consistent with the Prudential Indicators.
- 4.23 The table shows the total borrowing as at 31 December 2010.

**Table 4 : Total borrowing at 31 December 2010**

<b>Borrowing</b>	<b>Balance 1 Apr 2010 (£m)</b>	<b>Debt Maturing (£m)</b>	<b>New Borrowing (£m)</b>	<b>Balance 31 Dec 10 (£m)</b>
PWLB	106	16	10	100
Market Loans	174	0	0	174
<b>TOTAL</b>	<b>280</b>	<b>16</b>	<b>10</b>	<b>274</b>

## **5.0 MONITORING OF THE PRUDENTIAL CODE INDICATORS**

- 5.1 The introduction of the Prudential Code in 2004 gave Local Authorities greater freedom in making capital strategy decisions. The prudential indicators allow the Council to establish prudence and affordability within the capital strategy.
- 5.2 Below is a selection of prudential indicators which demonstrate that the treasury management decisions are in line with the capital strategy, which is prudent and affordable.

### Net External Borrowing and Capital Financing Requirement (CFR) Indicator

- 5.3 The CFR measures the underlying need to borrow money to finance capital expenditure. The Prudential Code stipulates that net external borrowing should not exceed the CFR for the previous year plus the estimated additional CFR requirement for the current and next two financial years. Table shows the accumulative CFR and net borrowing of the Council.

**Table 5 : Net External Borrowing compared with CFR**

	£m
CFR in previous year (2009/10 actual)	387
additional CFR in 2010/11 (estimate)	2
Reduced CFR in 2011/12 (estimate)	-20
Reduced CFR in 2012/13 (estimate)	-20
<b>Accumulative CFR</b>	<b>349</b>
<b>External Borrowing as at 31 Dec 2010</b>	<b>274</b>

- 5.4 Net external borrowing does not exceed the CFR and it is not expected to in the future. This is a key indicator of prudence.

Authorised Borrowing Limit and Operational Boundary Indicators

- 5.5 The Authorised Borrowing Limit is the amount determined as the level of borrowing which, while not desired, could be afforded but may not be sustainable. It is not treated as an upper limit for borrowing for capital purposes alone since it also encompasses temporary borrowing. An unanticipated revision to this limit is considered to be an exceptional event and would require a review of all the other affordability indicators.
- 5.6 The Operational Boundary is the amount determined as the expectation of the maximum external debt according to probable events projected by the estimates and makes no allowance for any headroom. It is designed to alert the Authority to any imminent breach of the Authorised Limit.

**Table 6 : Authorised Limit and Operational Boundary Indicator**

	Oct 10 £m	Nov 10 £m	Dec 10 £m
Authorised Limit	484	484	484
Operational Boundary	469	469	469
Total Council Borrowing	287	279	274

- 5.7 The table above shows that neither the Authorised Limit nor the Operational Boundary was breached between October 2010 and December 2010. This is a key indicator of affordability.

Interest Rate Exposures Indicator

- 5.8 The Prudential Code also requires Local Authorities to set limits for the exposure to the effects of interest rate changes. Limits are set for the amount of borrowing/ investments which are subject to variable rates of interest and the amount which is subject to fixed rates of interest. Table shows the interest rate exposure as at 31 December 2010.

**Table 7 : Interest Rate Exposure:**

<b>Interest Rate Exposure</b>	<b>Fixed Rate of Interest</b>	<b>Variable Rate of Interest</b>	<b>Total</b>
<b>Borrowings</b>	£274m	£0m	<b>£274m</b>
Proportion of Borrowings	100%	0%	<b>100%</b>
Upper Limit	100%	50%	
<b>Investments</b>	£11m	£136m	<b>£147m</b>
Proportion of Investments	7.5%	92.5%	<b>100%</b>
Upper Limit	100%	100%	
<b>Net Borrowing</b>	<b>£263m</b>	<b>£-136m</b>	<b>£127m</b>
Proportion of Total Net Borrowing	207%	-107%	<b>100%</b>

- 5.9 The table above shows that borrowing is mainly at fixed rates of interest and investments are mainly at variable rates of interest. This was considered to be a good position while interest rates were rising as the cost of existing borrowing remained stable and the investments, at variable rates of interest, generated increasing levels of income.
- 5.10 As the environment has changed to one of low interest rates, the Treasury Management Team is working to adjust this position. This work is, unfortunately, restricted by a number of factors:
- the level of uncertainty in the markets makes investing for long periods at fixed rates of interest more risky and, therefore, the Council continues to only invest short term at variable rates of interest;
  - Many of the Council loans have expensive penalties for early repayment or rescheduling which makes changing the debt position difficult.
- 5.11 The Treasury Management Team will continue to work to improve the position within these limiting factors.

Maturity Structure of Borrowing Indicator

- 5.12 The maturity structure of the borrowing has also been set to achieve maximum flexibility with the Authority being able to undertake all borrowing with a short maturity date or a long maturity date. Table 8 shows the current maturity structure of borrowing:



**Table 8 : Maturity Structure of Borrowing**

	<b>Borrowings Maturity (years)</b>	<b>31 Dec 10</b>	<b>31 Dec 10</b>
		<b>£m</b>	<b>%</b>
<b>Total Short Term Borrowing</b>	Less than 1 year	<b>14</b>	<b>5</b>
Long Term Borrowing	Over 1 year under 2 years	15	6
	Over 2 years under 5 years	44	16
	Over 5 years under 10 years	34	12
	Over 10 years	167	61
<b>Total Long Term Borrowing</b>		<b>260</b>	<b>95</b>
<b>Total Borrowing</b>		<b>274</b>	<b>100</b>

**6.0 RELEVANT RISKS**

6.1 All relevant risks have been discussed within Section 4 of this report.

**7.0 OTHER OPTIONS CONSIDERED**

7.1 There are no other options considered in this performance monitoring report.

**8.0 CONSULTATION**

8.1 There has been no consultation undertaken or proposed for this performance monitoring report. There are no implications for partner organisations arising out of this report.

**9.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

9.1 There are none arising out of this report.

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

10.1 Currently Treasury Management activities are expected to generate a surplus of £600,000 in 2010-11 due to increased investment income.

**11.0 LEGAL IMPLICATIONS**

11.1 There are none arising out of this report.

**12.0 EQUALITIES IMPLICATIONS**

12.1 There are none arising out of this report.

12.2 Equality Impact Assessment (EIA) is not required.

**13.0 CARBON REDUCTION IMPLICATIONS**

13.1 There are none arising out of this report.

## 14.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

14.1 There are none arising out of this report.

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email: [markgoulding@wirral.gov.uk](mailto:markgoulding@wirral.gov.uk)

## APPENDICES

None

## REFERENCE MATERIAL

Code of Practice for Treasury Management in Public Services – CIPFA 2009.  
Prudential Code for Capital Finance in Local Authorities – CIPFA 2009.

## SUBJECT HISTORY

Council Meeting	Date
Cabinet - Treasury Management and Investment Strategy 2010 to 2013	22 February 2010
Cabinet - Treasury Management Annual Report 2009/10	24 June 2010
Cabinet - Treasury Management Performance Monitoring	22 July 2010
Cabinet - Treasury Management Performance Monitoring	14 October 2010

## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>LOCAL HOUSING ALLOWANCE POST OFFICE PAYOUT</b>
<b>WARD/S AFFECTED:</b>	ALL
<b>REPORT OF:</b>	DIRECTOR OF FINANCE
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	COUNCILLOR J.E. GREEN
<b>KEY DECISION</b>	NO

#### 1.0 EXECUTIVE SUMMARY

- 1.1 Post office 'Payout' is a service facilitating secure cash payments to the public. This report outlines the key principles of 'Payout' and advises Members of the need to enter into a service agreement with the Post Office in order to make payment of Local Housing Allowance for certain claimants through this service.

#### 2.0 RECOMMENDATION

- 2.1 That Members support a contract with the Post Office to use Payout which will benefit approximately 230 of the LHA caseload claimants. This number will increase as LHA roll-out continues.

#### 3.0 REASON FOR RECOMMENDATION

- 3.1 To acknowledge the change in payment method to those Local Housing Allowance recipients who do not have access to a bank account and the use of the Post Office as the point of payment.

#### 4.0 BACKGROUND AND KEY ISSUES

- 4.1 People who need help with their rent and who are tenants or private sector landlords, receive that help through the receipt of either 'Housing Benefit' (HB) or 'Local Housing Allowance' (LHA). In cases where LHA is claimed, the legislation requires, with certain exceptions, payment of benefit directly to the claimant. This is contrary to HB where payment may be made directly to the landlord. As not all claimants have bank accounts, with the introduction of LHA it was necessary to make payment by cheque. This arrangement is not satisfactory and for sometime an alternative has been sought.

- 4.2 Before the introduction of LHA (April 2008), Housing Benefit was paid either directly to the claimant or upon request, to the landlord in both instances into a bank account with the majority of payments going directly to the landlord. Wirral had withdrawn the option of (giro) cheque payment to either some years earlier.
- 4.3 The requirement under LHA to pay the claimant as opposed to the landlord, necessitated the need to reintroduce cheques as a method of payment because:-
- Not all claimants have bank accounts (despite the availability of the 'basic bank account', nor do they necessarily respond to positive promotion of the benefit of having such an account)
  - Where a bank account is held, as not all claimants want their benefit to be paid into that account they fail to advise the Authority of the existence of the account when making the application for HB/LHA.
- 4.4 The approximate cost per cheque is £4/£5 (end to end process) and cheques are not particularly secure.
- 4.5 Although the Authority is able to open and cash cheques, from the claimant's perspective the process of cashing the LHA cheque, where a bank account is not held is cumbersome in that it requires the claimant to attend both the Conway One Stop Shop and then the Treasury Building. Clearly this is not good customer service, especially for those who live in other parts of the Wirral, or who have mobility problems. Nor is this process an efficient use of resource. However with the inception of LHA, there was no alternative where the claimant did not provide bank account details into which benefit could be paid.
- 4.6 In practice, many claimants are accessing 'cash converter' outlets to cash their LHA cheques, incurring a fees which means they lose a percentage of their benefit payment. These fees substantially reduce the amount of benefit realised, invariably a handling fee is charged of around £3.00, and then a percentage of the payment due is taken by way of commission, rates varying between 5.5% and 6% of the cheque face value. In some cases an initial 'registration fee' is also applied. The net result being that the claimant receives a reduced amount of LHA, which in turn affects cash flow, disposable income and their ability to pay their rent.
- 4.7 Based on current caseload profiles, of the 9100 LHA case count, the approximately 230 claimants, currently paid by cheque, will be converted to the Payout scheme and will in future receive their LHA through this service.
- 4.8 'Payout' is a relatively new service which enables organisations to offer cash payments to customers. It uses bar code technology which ensures that payment can only be made once and a range of robust identity verification options meaning that the organisation can be sure who has collected the payment.

- 4.9 From a customer perspective it is simple and convenient to use. The customer receives a bar coded letter, takes the letter to a Post Office of their choice, and as a bar code holds details of the payment due, the customer collects the cash. Significantly the claimant is not charged by the Post Office and realises the full face value of their LHA payment.
- 4.10 For the Authority it is cheaper per transaction than cheques, and offers a comprehensive suite of management information reports which enables the progress of payments to be tracked and reconciled.
- 4.11 There is no long term contractual commitment as the agreement is reviewed on an annual basis. Other benefits to the Authority include use of the Post Office message service, for example for take-up and to encourage claimants to report changes in their circumstances. The Post Office has also agreed to remind claimants using this service of the benefit of having a bank account into which they can have their LHA paid.
- 4.12 'Payout' meets the need of the Benefits Service in terms of an alternative to making payment by cheque. It is flexible and offers the opportunity to contact claimants through a variety of access channels (e-mail, sms texting, white mail).
- 4.13 The ability to time limit payment offers control in terms of budget monitoring and also additional security.
- 4.14 Payout could be used in other service areas such as Council Tax refunds and payment of Education Welfare Benefit grants. Essentially it could be used wherever the Authority is required to make payments to individuals, either on a regular or ad hoc basis.

## **5.0 RELEVANT RISKS**

- 5.1 The risks in the current system are that people will use commercial cheque encashment facilities and thus reduce their income.
- 5.2. This risk is eliminated in the proposed system by using the Post Office, which is also more convenient to claimants. Prior to implementation, the Authority has ensured that matters of identity verification at the point of payment (the Post Office) are to the standard that both organisations require.
- 5.3. The process for paying landlords is unaltered by these proposals.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 The Post Office is the only provider of this service. It is a regulated public body and other than for the purposes of proving value for money, there is no requirement to consider competition.
- 6.2 By entering into a service agreement with the Post Office the Authority is actively supporting local Post Office services.

## **7.0 CONSULTATION**

- 7.1 The Benefits Service has kept stakeholders such as the Voluntary Sector and Private Landlords informed, through their representatives, as the initiative has progressed.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 None

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

- 9.1 Costs incurred are set-up and transactional. For Wirral a non recurring 'set-up' charge of approximately £1,000 will be incurred, with recurring charges for transactions and weekly file transfers. For example; a transaction (cashing the voucher) costs approximately 60p and the cancellation of a payment prior to encashment is 50p. The annual cost to the service is not expected to exceed £5,000.
- 9.2. The cost of the initiative has to be measured against the duty to the claimant in terms of customer service and doing the best to minimise hardship (i.e. in reduced Benefit through fees taken by high street 'cash converters/money shops').
- 9.3. **IT** - There has been protracted IT development to ensure that the information being passed to the Post Office is in the right format and that it is secure. This was achieved quickly by the Authority.
- 9.4. **STAFFING** - There are no direct staffing implications
- 9.5. **ASSETS** - There are no direct asset implications

## **10.0 LEGAL IMPLICATIONS**

- 10.1 The agreement to use this service is annual and reviewed by both parties along with an agreed notice period of 90 days.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 An equality impact assessment has been undertaken and positive impacts were identified for disabled people, older people and younger persons groups in terms of improved accessibility to payments and financial inclusion. No negative impacts on any group were identified.
- 11.2 Equality Impact Assessment (EIA)
- (a) Is an EIA required? Yes
- (b) If 'yes', has one been completed? Yes

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 The use of a more locally based option will reduce travel for claimants

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 NONE

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## **APPENDICES**

NONE

## **REFERENCE MATERIAL**

Paypoint agreement documentation with Post Office held by Director of Finance.

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Council Excellence Overview & Scrutiny Committee	8 July 2010

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## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>COUNCIL TAX LOCAL DISCOUNTS</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR. JEFF GREEN</b>
<b>KEY DECISION</b>	<b>NO</b>

#### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report examines options, eligibility criteria and costs of Council Tax Local Discounts and requests Members to decide if any new Discounts are required.

#### **2.0 RECOMMENDATION**

- 2.1 That no amendments be made to the current discount scheme.

#### **3.0 REASONS FOR RECOMMENDATION**

- 3.1. This report was requested by Cabinet on 9 December 2010.
- 3.2 There is insufficient advantage to offering any additional Council Tax Local Discounts.

#### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 Under Section 13a of the Local Government Finance Act 1992, effective from 1 April 2004, Council can reduce the Council Tax paid by using locally defined discounts. The discount granted can be anything up to 100%. The main reason for the introduction of this change was to allow Councils to react to local circumstances such as flooding or other natural disasters.
- 4.2. The Council has to fund any locally defined discounts which are created.
- 4.3. Cabinet on 9 December 2010 (minute 247) confirmed the granting of a Local Discount to Wirral Women and Children's Refuge and requested a report to Cabinet on other organisations that may be eligible for Local Discounts.

- 4.4. The main area of eligibility is supported accommodation. Properties owned by landlords generally have the tenant responsible for payment of Council Tax with no liability on the Landlord and therefore they would not be considered for a discount as individuals are assessed by the current Council Tax Benefit scheme based on their own income with up to 100% Benefit available.
- 4.5. Other properties to be considered would be Houses in Multiple Occupation and Hostels where some of the facilities are shared and it is the responsibility of the landlord to pay the Council Tax. These are usually subject to a Council Tax discount as the majority of the occupants are disregarded for Council Tax purposes under specified categories of persons. It is not recommended that a Local Discount is granted in these cases as the occupants are usually in receipt of Housing Benefit, payable to their Landlords which includes an element to cover payment of Council Tax.
- 4.6. There are other properties that are subject to an exemption from Council Tax where all occupants are under 18 or are severely mentally impaired which leaves no Council Tax to pay by the landlord.

## **5.0 RELEVANT RISKS**

- 5.1 If further awards are granted then Council Tax revenue will marginally decrease.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 No options were considered beyond those outlined above.

## **7.0 CONSULTATION**

- 7.1 No relevant consultation was undertaken.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 There are no implications arising directly from this report.

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

- 9.1 The granting of Local Discounts is funded by the Council of which there is currently £3,146 in respect of the Women and Children's Refuge.

## **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.

## 11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

## 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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## APPENDICES:

None

## REFERENCE MATERIAL

Local Government Finance Act 1992.   Part 1 Chapter 1  
Local Government Act 2003           Chapter 26  
Council Tax Information Letters       6/2003 and 7/2003  
"Application of Discretionary Council Tax Powers for Empty Homes" - DCLG 2009

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet (minute 247)	9 December 2010
Cabinet (minute 241)	9 December 2009
Cabinet (minute 317)	10 December 2008

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## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT</b>	<b>PROCUREMENT OF AN INVOICE AUTOMATION SYSTEM</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR JEFF GREEN</b>
<b>KEY DECISION</b>	<b>YES</b>

#### **1. EXECUTIVE SUMMARY**

- 1.1. This report provides Members with details of a proposal to automate invoice processing. This automation is dependent upon the procurement of the system detailed in the report.
- 1.2. In parallel to this project, the Procurement Unit continues to encourage the use of iProcurement to enable the new processes to bring greater efficiencies and service improvement.
- 1.3. This project centres on reducing costs, being able to manage all Council payments to suppliers and taking the Council from the lowest quartile in the national comparison of paying suppliers within 30 days.
- 1.4. The investment required involves the acquisition and implementation of a suitable solution from the tender details provided in the exempt appendix.
- 1.5. This investment is offset by the savings generated by a reduced staffing establishment and is an eligible case for support from the Efficiency Investment Budget.
- 1.6. Members are requested to agree the proposal and approve the use of the Efficiency Investment Budget to enable the project to be delivered. The licence and implementation costs are capital items and are proposed for inclusion in the capital programme.

#### **2. RECOMMENDATIONS**

- 2.1. That Cabinet agrees to the procurement of an invoice automation system from the lowest bidder as indicated in the appendix, at a cost of £165,626, to be added to the capital programme.
- 2.2. That the revenue cost of £27,975 be met from the Efficiency Investment Budget.
- 2.3. That a revenue saving of £45,000 be realised in 2011-12.
- 2.4. That the indicative additional revenue saving of £250,000 be realised as part of the business transformation project.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1. The original Business Case for this project was presented and approved in June 2010 as a Finance Department change project. The following proposals exclude the processing of invoices on behalf of schools as these are being addressed by a separate efficiency initiative and have no direct revenue impact for the Council.
- 3.2. The proposal was the result of examining current practices and investigating the potential benefits of:-
- a Having all non-school invoices posted by suppliers directly to a single Payments Team address and cease the posting of invoices to and between departments for processing.
  - b Scanning all of these invoices using the existing corporate scanning facilities and the same staff who currently examine, collate and post invoices within the Finance Department.
  - c Receiving invoices electronically through email attachments into a single Payments Team inbox.
  - d Using a suitable, commercially proven application to automatically extract the requisite detail from the scanned image or electronic files and store it in the Corporate Repository.
  - e Having this system automatically match the extracted detail against orders in the iProcurement system and set up the supplier payment when these match.
  - f Having this system provide workflow, emails and routing to enable the Payments Team to deal with queries and manage payments. This would include directing issues to departments for receipting, coding and approval or suppliers for invoices where there is no purchase order quoted. This would replace the current use of emails and re-directed post which is a barrier to improvement, with a system that tracks progress of each invoice through to resolution.
  - g Providing accurate performance data from the instant of receipt of all invoices into the Council and so enable planned and measurable improvements to be managed.
- 3.3. The Business Case demonstrated that:-
- a On average over the two years studied, around 101,000 paper invoices were processed annually
    - 30,000 of these were the result of an iProcurement purchase order (PO).
    - A further 16,500 were given a PO by departments using iProcurement after the invoice was received.
    - 54,500 were free standing invoices that do not go through iProcurement.
  - b In addition to the 46,500 PO related invoices above, the Payments Team of 14 staff (12 FTE) also processes annually some 39,000 schools invoices and around 13,000 non-invoices such as expenses, urgent salary payments, emergency payments, treasury loans.

- 3.4. Business analysts from the Change Team evaluated the time taken for the various tasks against the proposed use of an invoice automation process and concluded the following:
- a That processing the 46,500 PO related invoices takes the Payments Team around 7,000 hours each year under the current method whilst the proposal would reduce this to around 2,200 hours.
  - b The proposal would re-direct all invoices into the Payments Team mailbox instead of across departments. Electronic workflow would be used for managing the coding and approval of free standing invoices and then these would be processed by the Team which would take them around 3,500 hours per year.
  - c The main conclusion drawn was that the Payments Team could process all 101,000 paper invoices and at the same time reduce the workload from 7,000 to 5,700 hours. The Payments Manager has assessed that these anticipated shifts in workload would enable her team to handle all invoices and release one full time post by August 2011 and a further post in March 2012. This assumes that the system is rolled out across all departments by April 2012.
  - d The impact of implementing this proposal across departments will be to stop the postal distribution of some 71,000 invoices. It will also reduce the processing time of free standing invoices by staff in departments to supplying codes and giving approval using electronic workflow. The analysis estimates that this will reduce the work load across departments by 16,400 hours, the equivalent of 11 staff.
  - e Any replacement of “free standing invoices” by goods ordered through iProcurement will bring about further efficiencies and also replace the need for departmental purchase coordinators if goods are catalogued. Any such savings would be in addition to the details shown here. The Payments Manager as part of the procurement process has seen where other organisations have a high rate of iProcurement orders which then enables the system to automatically match and pay 90% of the invoices without manual intervention. The manager therefore anticipates that further savings can be made as departments utilise the iProcurement system and move away from raising free standing invoices.
- 3.5. The non-financial benefits are:-
- a Improving the number of undisputed invoices paid within 30 days.
  - b Managing electronic processing enables non-office based working.
  - c Storage of paper invoices can cease and so reduce office requirements, handling and file maintenance. This has been done elsewhere to the satisfaction of the NAO and HMRC as regards audit and VAT evidence. European Audit requirements may mean the retention of documents where EU grants are involved.
  - d A single postal receipt point and email inbox enabling exact dating of invoice receipt.

- e Reduction in 71,000 invoices posted across departments. (Only 30,000 come directly to the Payments Team)
  - f Control of all invoices with the ability of the Call Centre to immediately deal with suppliers queries by accessing the system.
  - g Improved supplier satisfaction through exact and prompt responses to payment enquiries.
  - h Reduced risk of duplicate payment, lost or misplaced invoices.
  - i Immediate and accurate performance information.
  - j As invoices are held electronically, they can be viewed as required as part of administrative and audit requirements.
- 3.6. Overall, the potential of the system is that it could bring significant improvements in managing invoice processing, is a more efficient manner of handling of invoices and should improve supplier relations. The introduction of any new process will bring risks and these will be minimised through project management.

#### **4. BACKGROUND AND KEY ISSUES**

- 4.1. The procurement procedures have been followed and a price and quality model was determined and lodged with the Procurement Unit. The procurement procedure in this case has involved:-
- Advertisement in the Official Journal of the European Union,
  - Pre qualification questionnaires,
  - Tender submission,
  - On-site demonstrations,
  - Site visits to validate claims as appropriate,
  - Taking up references.
- 4.2. The valid tendered bids are detailed in the exempt Appendix and the successful supplier will be appointed subject to contract by the Director of Finance under delegation.

#### **5. RELEVANT RISKS**

- 5.1. The main risk is the failure of the project to deliver the benefits detailed in the business case. This risk is countered by the care taken in researching the business case, procuring a suitable solution, the adoption of corporate standards by management and staff throughout departments and having the Payments Team trained and supported through the changes.
- 5.2. An evaluation was conducted as to whether over time, paper invoices will be phased out and replaced by electronic or other methods that would render the proposal obsolete. This has been countered by having a solution that will process electronic invoices and the assessment that alternative methods such as e-Billing and future use of procurement cards may have an effect on the number of invoices, but not sufficient to displace the business case.
- 5.3. The proposal incurs a risk to industrial relations and this will be countered by suitable communications and management of change during implementation.



## **6. OTHER OPTIONS CONSIDERED**

- 6.1. The development of the business case involved the consideration and evaluation of other options and concluded that the proposal contained in this report represented the best option in terms of investment and improvement.

## **7. CONSULTATION**

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

## **8. IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1. There are no direct implications arising from this report.

## **9. RESOURCE IMPLICATIONS**

### **Finance**

- 9.1. The system acquisition requires capital expenditure of £165,626 which can be funded from prudential borrowing at an annual revenue cost of £16,600
- 9.2. There is an annual maintenance cost of £27,975.
- 9.3. The total annual revenue cost of £44,600 can be met by the reduction of two posts in the Payments Team. Therefore this project can be considered as an invest to save/efficiency investment budget scheme.
- 9.4. There are additional savings of 11 posts in other departments, totalling about £250,000, to be realised as the system is implemented and departments adopt iProcurement and so reduce the number of free standing invoices.

### **ICT**

- 9.5. This proposal will utilise a Council project team and work alongside the Readsoft implementation team. The project team will comprise ICT development officers, payments staff and will be led by the Chief Accountant (Systems and Central Services).
- 9.6. There is no additional ICT hardware required to enable this proposal.
- 9.7. The existing corporate scanning facilities have the capacity to absorb the additional workflow. As with any hardware, the machines are subject to refresh and the next generation of machines will bring improved image quality. This should in turn improve the accuracy of character recognition which will further improve the rate of automatic matching of invoices to orders.

## **Staffing**

- 9.8. The Business Case estimated that the proposals, including replacing free standing invoices with iProcurement purchase orders, will reduce work load across all departments by 16,400 hours, the equivalent of 11 staff. The proposed system will have a widespread effect on methods of working affecting all departments which will need to be assessed as part of the business transformation project in the change programme.
- 9.9. As far as the impact on the work of the Payments Team is concerned it is anticipated that the revision to the approved staffing establishment will involve identifying the relevant skills required to under take the appropriate tasks.

## **10. LEGAL IMPLICATIONS**

- 10.1. There are none arising directly from this report.

## **11. EQUALITIES IMPLICATIONS**

- 11.1. An Equality Impact Assessment (EIA) was conducted and no specific issues arise directly from the report's proposals..

## **12. CARBON REDUCTION IMPLICATIONS**

- 12.1. There are none arising directly from this report however, the proposal will enable suppliers to submit invoices electronically so reducing the consumption of paper and postal transfers.

## **13. PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1. There are none arising directly from this report.

FNCE/20/11

### **REPORT AUTHOR:**

Services)

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## **APPENDICES**

Exempt Appendix

### **REFERENCE MATERIAL / SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
None	

## WIRRAL COUNCIL

### CABINET

3<sup>RD</sup> FEBRUARY 2011

<b>SUBJECT:</b>	<b>REVIEW OF PRIMARY SCHOOL PLACES: OUTCOME OF CONSULTATIONS ON OPTIONS PUT FORWARD FOR THE PHASE 6 PLANNING AREA</b>
<b>WARD/S AFFECTED:</b>	<b>SEACOMBE</b>
<b>REPORT OF:</b>	<b>INTERIM DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR SHEILA CLARKE</b>
<b>KEY DECISION</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report advises the Cabinet of the outcomes of the consultation process which has taken place in the South Wallasey planning area, agreed at Cabinet on 24<sup>th</sup> June 2010. This report describes the responses to the various options put forward for discussion, including additional suggestions put forward during the consultation process, and makes recommendations with regard to statutory proposals in this area.
- 1.2 School re-organisation fits into the Council's Corporate Objectives: "to help children and young people achieve their full potential"; and "create an excellent Council". The outcomes of school re-organisation meet the Council's Aim to "Close the attainment gap where poverty and disadvantage affect achievement" by removal of surplus places to ensure public money is spent to maximum effect in all our schools.

#### 2.0 RECOMMENDATION/S

- 2.1 1) That statutory proposals be published in respect of the following option:  
Option A1, closure of Kingsway Primary School from August 2012.
- 2) That the Director of Children's Services be authorised to take all necessary steps to publish these proposals, ensure the prescribed procedures are followed, including requesting permissions from the Secretary of State and proposals for the re-zoning of schools, in furtherance of the proposals.
- 3) That Brentwood Early Years Centre be monitored in terms of numbers and viability and that the governing body be supported in considering

- alternative options for shared governance arrangements as opportunities allow.
- 4) That a scheme be drawn up for the replacement of mobile accommodation at Somerville Primary School with permanent accommodation on a phased basis.

### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 The consultation options for schools were within the context set out by the Director of Children's Services, of the need to reduce the growing number of primary school surplus places and took account of Audit Commission guidance on surplus places against a continuing fall in the number of primary age pupils, and issues identified in the Joint Area Review.

In addition to removing unnecessary surplus places, the options were intended to make more effective use of resources, take account of patterns of parental preference, reflect the additional challenges of maintaining small schools in an urban area and contribute to the wider standards agenda through the more efficient use of resources.

- 3.2 There two legal routes to achieve a reduction by one school in an area. Amalgamation involves the closure of both existing schools, with the opening of a new school on an existing site (7.13-7.23). Prior to changes to the regulations, this was the Authority's preferred route where a pair of closely located schools were reduced to a single institution on a single site. However, following the implementation of the Education and Inspections Act 2006, all new primary schools are now subject to a "competition" where the Authority invites bids to establish the best provider for the new school, which would be a Foundation school. The Authority has not yet operated a competition, however guidance, as well as experience from other authorities shows that reaching a decision under the statutory competition process is likely to take at least 6 months longer than would be the case without a competition. It is unlikely that approval to establish a new school without a competition would be granted in this case. This means that the Authority would have to apply to the Secretary of State for permission to submit a proposal for a community school within the competition.

3.3

- 3.4 The benefits of a single closure are legal and organisational simplicity. The staff of one school only are made technically redundant and available for redeployment. Disruption to pupils can be further minimised by guaranteeing all the pupils from the closing school a place at the retained school, which provides the same benefits of an amalgamation in terms of pupils moving with their friendship groups. The retained school can occupy its existing site, although it could be relocated.

- 3.5 Riverside Primary School has the largest capacity, on the larger of the two existing sites, with the least capital expenditure required to accommodate the pupils from both schools if required. The most vulnerable children, those in the Special Needs Unit, would have continuity of provision on the same site.

- 3.6 Option A1 for the closure of Kingsway Primary School (7.1-7.12) is recommended to proceed as a statutory proposal with effect from August 2012, with a proviso to guarantee all former Kingsway pupils on roll at the time of the school's closure a place at Riverside Primary School.

Former Kingsway parents who did not wish to take up the guaranteed place at Riverside Primary would be offered the opportunity to express a preference for an alternative primary school. Places at these schools would then be allocated based on the admission criteria published in the Authority's booklets for parents, within the limitations of the Infant Class Size limit.

- 3.6 Brentwood EYC has a 2011-2012 budget which the governing body believe can support the school without loss of quality, based on current numbers on roll. On this basis, it is recommended to continue to maintain the school whilst the impact of the funding change is monitored. The number of 0 to 4 year olds in South Wallasey is expected to fall from 2011. Should the viability of Brentwood change significantly the position of the school will need to be reconsidered.
- 3.7 In conjunction with Option A1 and in line with the priorities of the Primary Capital Strategy, replacement of the temporary mobile accommodation at Somerville Primary School with permanent build should be considered as a high priority project for future capital funding.

#### **4.0 BACKGROUND AND KEY ISSUES**

##### **4.1 Context of the School Organisation Plan**

Until March 2005, School Organisation Committees (SOC) were required by law to have regard to the School Organisation Plan (SOP) when considering statutory proposals for changes to schools' provision. The plan itself was approved on a regular basis by the SOC. However the SOP was one of seven statutory plans repealed by the Children Act 2004. The SOC itself has now been abolished by the Education and Inspections Act 2006 with effect from 25<sup>th</sup> May 2007. Nevertheless the policies and principles set out in the SOP remain an important context in which the Wirral Primary Review was set, and continue to be key guidance for the consideration of statutory proposals.

##### **4.2. DCSF guidance on the School Organisation Plan stated that**

"The key purpose of the School Organisation Plan is to set out clearly how the Local Education Authority (LEA) plans to meet its statutory responsibility to secure sufficient education provision within its area in order to promote higher standards of attainment. It should be designed to help the key stakeholders – LEA, schools, promoters, parents and local communities, understand what school places are needed at present and in future, and how they are provided. Importantly it will be the starting point... in considering statutory proposals for changes to schools".

- 4.3 As indicated above, the plan contains the policies and principles proposed by the LA and agreed by the former SOC for the planning of school provision. It will be seen that the intention (prior to the abolition of the requirement to

consider the plan) was that any proposal should be considered within the context of the principles set out in paragraphs 3 to 5 of the Policies and Principles. There is an over-riding requirement that overall provision is effective and efficient, i.e. that there should be an appropriate balance between school places and the following principles/criteria:

- parental preference
- delivering the curriculum
- meeting statutory and desirable goals on class sizes
- maintaining or promoting diversity
- SEN
- standards
- accessibility
- (secondary schools only) post 16 provision
- contribution to the community.

Paragraph 4 of the Policies and Principles adds the issue of overall school size within the primary sector and paragraph 5 deals specifically with the objectives of the Diocesan authorities.

#### **4.4 View of the Wirral Schools Forum**

Members should note that in June 2005 the Schools Forum passed the following resolution:

“Resolved - That Wirral Schools Forum recognises that the local education authority has a duty to maintain and fund schools in an efficient and effective manner. This implies that the number of schools should reflect the pupil population and the needs of Wirral communities, which could mean the amalgamation or closure of schools for the efficiency and effectiveness of the service.”

#### **4.5 Primary Capital Programme**

The PCP was the sister programme to the secondary Building Schools for the Future (BSF) programme. It shared many similarities in terms of aims and objectives in that it sought the transformation of education leading to increased attainment, the development of state of the art modern learning environments and extended schools. However, the PCP differed in that it was not a competitive bidding programme and local authorities received an annual allocation of capital investment.

On 22nd May 2008, Council's Cabinet approved the Primary Capital Strategy. The aims of the Strategy reflect those of the Children and Young People's Plan. These include *“Public money is spent to maximum effect in all our schools”,* and *“Best match of provision to need is achieved by reviews of primary place provision continuing on a small planning area basis, once the first four year cycle of reviews is completed in Summer 2008. Focus to be on those small planning areas with the highest number of surplus places and those individual schools with more than 25% surplus places”.*

#### 4.6 The funding priorities for the first four years of the PCP were:

- Major schemes arising from the on-going Wirral Primary Review, involving the building of new schools and refurbishment as part of a rationalization process to remove surplus places, achieve a better match between provision and need, both overall and at individual school level and provide high quality, flexible environments for learning.
- Replacement of the final three 1940's HORSA kitchen dining units (one now remaining)
- Replacement of temporary accommodation at schools which are predicted to remain at or near capacity alongside additional provision as required and agreed.
- Projects resulting from changes in special needs provision in mainstream and special schools.

#### 4.7 The 2011/2012 schools capital funding programme was announced on 13<sup>th</sup> December 2010. The vision, aims and priorities established by the PCP remain Council policy in prioritising major capital works in primary and special schools.

### 5.0 Primary Places Review Phase 6

At its meeting of 16<sup>th</sup> October 2008, Cabinet instructed that Phase 6 of the Primary Places Review should comprise South Wallasey, North Wallasey, Leasowe, Moreton, Upton and Greasby. At its meeting of 19<sup>th</sup> March 2009 Cabinet made an allowance for an amendment to Phase 6:

*(404, item 4) Should the Joint Church school be approved and implemented as in (2), the Leasowe area be moved from Phase 6 of the Primary Places Review to Phase 8 accordingly.*

#### 5.1 As in previous phases, the first stage of the Review was to conduct a process where, on a confidential basis, meetings have taken place with key stakeholders in each of the areas under review. These stakeholders included Ward Councillors as well as officers of the Diocese of Chester and Shrewsbury, headteachers and chairs of governors of schools potentially affected by the Reviews.

#### 5.2 Following these confidential discussions, recommendations were made for options for consultation in the next stage of the review process in the Cabinet report of 24<sup>th</sup> June 2010.

Following consideration of that report, Cabinet agreed that no options would be brought forward for the North Wallasey, Moreton, Upton and Greasby small planning areas at this time, although numbers and place provision would be kept under review. A number of options for consultation were proposed in respect of the South Wallasey area.

5.3 In relation to community school provision in South Wallasey, the options were:

- A – Closure of Kingsway Primary School
- B- Closure of Kingsway Primary School and Riverside Primary Schools in order to open a new establishment on the Riverside site (B1) or on the Kingsway site (B2)
- C – Closure of Brentwood Early Years Centre, to be converted to Early Years provision governed by Somerville Primary School either in situ on the Brentwood site (C1), or in new accommodation on the Somerville site (C2).

These options were approved for consultation. In the final documentation, the options were renamed as follows: A became A1, B1 became A2 and B2 became A3. As a result, C1 became B1, and C2 became B2.

5.4 The consultation process and the presentation of LA, small planning area and school data to this wider audience does appear to have persuaded most people of the need to reduce the number of school places, though understandably people wish to advocate the case for their school in respect of closure or amalgamation options.

5.5 In addition to the detail set out below, analysis of the comments received and further records of views put forward during the consultation period are attached as Appendix 1. Feedback is set out school by school. The record for each school brings together the responses from the meeting held at the school, together with any points raised in written or e-mail submissions to the Authority. The full text responses received have been provided to members on an accompanying CD-ROM.

### **Outcome of the Consultation**

6.0 Further suggestions in relation to school provision in the South Wallasey area were made as part of the consultation process:

- Close Riverside Primary School
- Close Brentwood EYC and move Foundation 1 pupils to Kingsway

Further discussion of these suggestions is given with the related consultation options below.

6.1 There were several key themes in the combined responses from consultees:

- General understanding of the falling rolls situation
- Effect of proposed housing and demographic changes on pupil numbers
- Respect for school staff in their skills and relationships with pupils and parents
- Educational standards and quality of provision
- Concern for the fate of closed buildings and sites
- Travel distance to school and the effect on traffic and road safety
- Disruption to pupils' education and confidence



- Class sizes
- Importance of small schools
- Effect of any change on children with special educational needs
- Importance of out of hours facilities, such as adult learning and breakfast clubs
- Importance of early years provision, including day care facilities
- Relationship between school and community
- Keeping friends and siblings together
- Staff redeployment
- Continuity of school over several generations.

## 7.0 **Commentary on options**

The next section of the report comments on the agreed options, discussing individual schools separately where appropriate. Numbers on roll are from the January 2010 School Census.

### **A1 Closure of Kingsway Primary School**

- 7.1 Kingsway Primary is a small school with 99 pupils on roll, almost half the number on roll just 10 years ago (189). This is largely the result of the falling population. Although 64% of potential community school parents living in the catchment zone choose to send their children elsewhere, principally to Riverside Primary School (24%, 28 pupils) and Somerville (21%, 24 pupils), 62% of pupils on roll in Summer 2010 came from outside the school's catchment zone, which meant that overall "outflow" was almost net neutral (-1%, 1 pupil).

Despite reducing the overall capacity of the school from 210 to 177 places, there are a large number of surplus places (44%, 78). This is predicted to fall slightly to 37% (66 surplus places, 111 pupils) by 2016, but remaining well above 25% surplus. In 2010-2011, expenditure per pupil was £4,538 compared with the Wirral average of £3,169. This was the third highest expenditure per pupil in Wirral.

- 7.2 The contextual value added score (100.6) for Key Stage 2 in 2010 shows that pupils at Kingsway Primary School are making progress in line with similar pupils in other schools (see Appendix 2). A three year average of the overall contextual value added score (2008 to 2010) shows that Kingsway, Somerville and Riverside Primary schools are making the expected rate of progress (100.3, 100.8 and 100.9 respectively) with no significant difference in performance.
- 7.3 Respondents from Kingsway Primary praised the school's good standards, the small "family" environment and the quality of the relationships between parents, pupils and staff. Pupils particularly liked trips and extra-curricular activities. There were concerns about standards at other schools (see Appendix 2), disruption to children's education, and about additional travel distance.

- 7.4 The possibility of raising the school's roll by extending the Foundation 1 class from part-time places to full-time places was raised, presumably because those children would then be expected to stay on into Foundation 2. In January 2010 the nursery class at Kingsway was attended by 10 part-time 2 and 3 year olds (5 FTE). School nursery classes offer free part-time places to three year olds – full time places are offered only under exceptional circumstances. In addition, there is no guarantee of places for F1 pupils in F2 at that school, nor that those parents will continue to F2 in the same school that their child attended nursery.
- 7.5 A suggestion was made that the Authority should “cap” the number of children attending other local schools so that more would be forced to attend Kingsway. The admission number at a school is indicated by the Net Capacity of the school's building. The admissions authority for a school cannot set an admission number lower than that indicated by the Net Capacity without consulting and publishing formal notices. If oversubscribed, this lays the school open to appeals on the grounds that they have space, and makes it difficult to demonstrate at appeal how prejudice to efficient education or efficient use of resources will be caused by admitting additional pupils.
- 7.6 Travel distance to alternative schools was raised. The distances between schools in this area are not great. Analysis of current Kingsway pupils indicates that on average, children travel 0.6 miles to school, with 94% of pupils travelling less than 1 mile to school. The same average and percentage applies to these pupils travelling to nearby Somerville Primary School. For the same group of pupils to travel to Riverside, the average distance is 0.8 miles, with 91% travelling less than 1 mile to school. A difference of 0.2 miles between the average travel distance to Kingsway/Somerville, and the average travel distance to Riverside, equates to about 320 metres, or an additional 3-4 minutes walk. Individual walking distances will depend on the pupil's home address.

For 100% of pupils currently attending Kingsway, travel to one or more alternative primary schools would be shorter or similar in length to their current journey. Appendix 3 is an aerial photograph of the South Wallasey planning area showing schools.

- 7.7 A concern was raised about whether there would be places for pupils at their chosen school if Kingsway were to close, and whether children would be separated from their friends. The Authority's policy says that pupils aged under 8 can travel up to 2 miles to school before being entitled to free transport. There are currently 22 alternative primary schools within a 2 mile radius of Kingsway, at which in September 2010 there were 1,074 surplus places, compared to the number on roll at Kingsway of 99 pupils. Excluding those schools in the Birkenhead planning areas, there were 534 surplus places at Wallasey primary schools within 2 miles.

At alternative Wallasey primary schools within just 1 mile, there were 426 surplus places in September 2010.

In terms of catchment zone changes, just a third of the children currently on roll at Kingsway actually live in Kingsway's catchment zone – two-thirds are already in-zone for a different community primary school. If the catchment zone is divided between local schools as indicated in the consultation documents, for these 29 pupils, 18 would subsequently be newly in-zone for Riverside, and 11 would be in-zone for Somerville.

If the event of closure being approved, parents/carers would be asked to express a preference, and the Authority would try its utmost to fulfil those preferences. Places would then be allocated using the admissions criteria, which include "in-zone" status, and keeping brothers and sisters together at the same school wherever possible, subject to the Infant Class size limit. In previous proposals, for example, the closure of Poulton Primary School, the issue of friendship groups moving together has been accommodated by including a proviso in the statutory notice so that all pupils are guaranteed a place at one local school, in order that all pupils have the opportunity to move together to the same school if they wish to do so.

- 7.8 The Authority's definition of a "small" school was questioned, and some respondents while recognising that small schools were expensive, felt that small schools or classes were better for some children.

#### **Commentary on small schools**

- 7.9 The Authority funds its schools through the operation of its local funding formula. The formula is designed so as to ensure that sufficient resources are made available to schools for the pupils they have to teach. The formula ensures that, however small a school, it will have sufficient resources. One would not therefore expect any school, simply through smallness, to become financially unviable. What does happen is that small schools draw in a greater share of the resource per pupil from the total available for distributing among all schools.

Since the total sum available for spending on all our children does not increase if we choose as an Authority to organise our children in more schools than is necessary for the efficient and effective delivery of education, it follows that the maintenance of small schools, where this is not necessary, comes at the expense of all other children.

*The key questions therefore in terms of use of resources are:*

- i) How small does a school need to be within the context of Wirral before it would be considered as contributing to an ineffective use of resource?
  - ii) Are there reasons in specific cases why individual schools although "small" by Wirral standards should continue to be maintained even though they are relatively expensive?
- 7.10 With regard to Wirral's policy on small schools, the School Organisation Plan (agreed in 2003) contained the proposal that the LA "should consider the implications of an increasing number of primary schools with less than one form of entry – 30 pupils and therefore primary schools with fewer than 210

pupils i.e. 7 x 30". That review was carried out in great detail and with the involvement of a wide range of Headteachers, and culminated in the policy document "The Pursuit of Excellence". This policy adopted in 2004 suggests that a school should have at least 180 pupils in order to be viable. The guidance to Decision Makers makes no mention of school size. DfE guidance says that "Schools with fewer than 150 pupils may be educationally and financially sustainable only through substantial subsidies via their local authorities funding formula":

[www.teachernet.gov.uk/management/fallingschoolrolls/schools/educationaldecisions](http://www.teachernet.gov.uk/management/fallingschoolrolls/schools/educationaldecisions)

One problematic issue is the potential difficulty of mixed age teaching, especially across key stages.

- 7.11 With regard to organisational viability there can be no question that small schools face greater challenges. This of course does not mean that at any one time a particular small school cannot produce excellence through having outstanding teachers. Furthermore it is often the case when small schools are considered nationally that many small schools enjoy a number of advantages as a result of their location and are attractive to staff. In many parts of the country it is a clear necessity to maintain small schools because the alternative would be that children be transported, perhaps for a number of miles, to the nearest school. Authorities who have such schools receive additional sparsity funding from the government which enables them to spend more on these schools without it being at the expense of others, in order for them to be organisationally viable. Wirral does not receive this element of grant.
- 7.12 Our experience in Wirral, has been that while overall until quite recently we have had few primary schools that have fallen into one of the Ofsted categories of concern, those that have done so have generally been among our smaller schools. We do not believe that this is coincidence: it arises because of the inevitable requirement on individual staff in small schools to take on wider burdens of responsibility and from the disproportionate impact which one weaker member of staff will have on the school as a whole.

#### **A2/A3 Amalgamation of Riverside Primary School and Kingsway Primary School at either site**

- 7.13 The two schools taken together have a combined roll of 284 pupils, which is not large in Wirral terms. The pattern of parental preference in this area indicates a high level of mobility between catchment areas facilitated by high levels of surplus places, as well as overlap between the pupil populations of the two schools, with more children from Kingsway's zone attending Riverside Primary School than making the reverse journey.
- 7.14 CVA scores for the two schools indicate that at Kingsway in 2010 pupils made progress in line with similar pupils at other schools (100.6), while at Riverside pupils made more than the expected rate of progress (101.7). Good standards were cited by some respondents as a reason not to amalgamate the two schools, on the basis that the ensuing disruption would impact upon

the quality of education and threaten standards. A minority of parents indicated that they would not want their children to be educated with children from the other school due to a perceived difference in background; however geographical analysis of where parents live indicates that there is an overlap between the pupil populations of the two schools.

Staff from both schools have strongly expressed their commitment to ensure that all pupils would be welcomed in any setting, whatever the outcome of the consultation.

- 7.15 Respondents allied to both schools were concerned that the site for any amalgamated school should be carefully chosen. Issues around traffic and parking were raised around both sites.
- 7.16 If all pupils from both former schools attended an amalgamated school, it is estimated that the Riverside site could accommodate pupils from both schools with little capital expenditure, whereas the Kingsway site would require more extensive capital works. Whichever site were chosen, the other building could potentially be utilised to accommodate pupils whilst construction work was underway.
- 7.17 Respondents from Kingsway believed that Kingsway has scope for expansion and redevelopment if chosen as the site for a combined school, possibly expanding into Oakdale Park to the rear of the school. Oakdale Park is designated Urban Greenspace under Wirral's Unitary Development Plan (GRE1, GR1). Recent renovations were mentioned as a reason to continue to use the building. Wirral's schools have benefitted from significant investment in recent years, and this is not unique to Kingsway.
- 7.18 Consultees allied to Riverside Primary School were largely in favour of the closure of Kingsway with parents able to apply for any local school, rather than amalgamation. Those respondents who were in favour of an amalgamation preferred the Riverside site, citing the larger size of the building and site, and the location of the building in particular the proximity to Guinea Gap Baths and views over the Mersey. The importance of minimising disruption to the vulnerable pupils in Riverside's SEN inclusion base was raised by a number of respondents.
- 7.19 Those who expressed opposition to an amalgamation at the Kingsway site felt that the Kingsway building would require more expenditure in order to accommodate all the pupils from both schools, and cited Kingsway's proximity to the Wallasey tunnel entrance, local "hostel" accommodation (Ash Villas) and Oakdale Park as negative points.
- 7.20 Air pollution at the Kingsway site due to the Wallasey tunnel was raised. The Council's Pollution Control team monitors air quality at locations across Wirral. The pollution levels in streets in the Kingsway area have been monitored over several years and have met the 2005 National Air Quality Standard. Ash Villas is operated by Forum Housing Association, providing 54 units of 24 hour supported furnished accommodation for 16 to 25 year olds.

- 7.21 Comparison of the two sites indicates that Riverside is the larger of the two sites, at 8,631 m<sup>2</sup>, compared with 5,556 m<sup>2</sup> at Kingsway. The proportion of “green” space is similar – 40% at Kingsway and 47% at Riverside. The main buildings of both schools are similar in age. Riverside also has a two storey Edwardian annexe building.

### **Foundation and Community schools**

- 7.22 In an amalgamation, both existing schools close and a new school opens. Under the Education and Inspections Act 2006, all new primary schools, as has been the case for some time in secondary schools, are subject to a “competition” where the Authority invites bids to establish the best provider for the new school. The Authority can enter its own proposal into the competition, and in many cases, particularly in primary school competitions, is likely to be the only entrant. Other possible proposers could include faith organisations, businesses, universities, colleges or a charitable organisation. A new school would be a Foundation school, not a community school. The Secretary of State can, however, decide to grant permission for Wirral LA to propose a new community school within a competition. The criteria that would be used are given in Appendix 4. An application could also be made to the Secretary of State for permission to establish a new school without holding a competition. While each case is different, examples in the guidance do not appear to apply if Riverside and Kingsway were to amalgamate. Reaching a decision under the statutory competition process is likely to take at least 6 months longer than would be the case without a competition.

- 7.23 The differences between community and Foundation schools are as follows:

- In a community school, the Local Authority owns the land, buildings and all the other assets of the school, employs the staff, and decides the admission criteria for the school. The running of the school is delegated to the governing body.
- In a Foundation school, as well as running the school, the governors own the land and buildings, employ the staff, and decide the admission criteria. The governors have greater freedom to spend money on building projects, and can choose to set their own term dates.

Pupils at Foundation schools follow the same national curriculum as those in community schools, and staff are employed on the same nationally agreed terms and conditions. Funding for Foundation schools comes from the Authority in exactly the same way as for community schools. While the governing body of a Foundation school could decide to have different admission criteria, the school still has to follow the same admissions code as community schools.

Other than the land and buildings, which must be conveyed from the Authority to the Foundation governing body or Trustees, other assets within the school (books, equipment etc.) remain the Authority’s property. Excellent relationships continue to be maintained with Wirral’s Foundation secondary schools, and there is no reason to believe that this position would differ in the case of a Foundation primary school.

- 7.24 Options A2 and A3 do not fall into any of the categories that would be highly likely to receive an exemption from the Secretary of State to hold a competition, e.g. an Infant and Junior amalgamation or reorganisation of schools with the same religious nature. Holding a competition will add 6 months to the decision making process, with extended levels of uncertainty about the future of primary schools in the local area which could have a destabilising effect on primary school rolls, and a case could be made for the need for expediency to resolve community uncertainty, however, it seems unlikely that approval to establish a school without a competition would be granted in this case.

Amalgamation, whilst offering an opportunity for the staff in particular, but also the pupils of both schools to start afresh in a “new school”, albeit in existing buildings, may not be the most appropriate solution in this instance.

#### **Other suggestions raised during consultation for these schools**

7.25 **Closure of Riverside Primary School**

A small number of respondents felt that the consultation should have included the closure of Riverside Primary School.

Riverside Primary School has 194 pupils on roll, having experienced a decline in pupil numbers over recent years. 10 years ago, there were 302 pupils on roll. Surplus places at the school are high (113 places, 37%) and projected to rise further by 2016 (136 places, 44%), at which point there are projected to be 171 pupils on roll. This is only just below the 180 mark at which schools become financially and organisationally more difficult to manage. The school has a successful SEN inclusion base. It is also the most northerly school in the South Wallasey planning area (nearest to the Mersey).

This suggestion is not recommended for further consideration.

7.26 **Close Brentwood EYC and move Foundation 1 to Kingsway**

This is effectively a variant on the B options where Brentwood would be closed, and F1 pupils moved to Kingsway Primary School, the intention presumably being that these children would then stay on to F2 and boost the school's roll.

Kingsway Primary School already has an F1 class, which in January 2010 was attended by 10 pupils (5 FTE). Parents in this area already have a choice whether to attend Kingsway's F1 class, or one of the other maintained, private and voluntary early years settings in the area.

Somerville Primary School, whilst hosting a private preschool, does not have a maintained F1 class – the only primary school in South Wallasey not to do so. If Brentwood were to close without a direct replacement in terms of F1 places locally at Somerville, parents of future F1 children may choose Kingsway's F1 class, however they could equally choose any of the other settings in the area at which there are available places. Pupils attending a maintained F1 class are also not guaranteed a place in the school's F2, neither are they obliged to take up a place in the school's F2.

This suggestion is not recommended for further consideration.

## **RECOMMENDATION**

- 7.27 Taking into account the factors involved and the outcome of the consultation, it is recommended to proceed to the next stage of the process in relation to option A1, the closure of Kingsway Primary School, with an implementation date of 31<sup>st</sup> August 2012. The proposal is to include a proviso that all former Kingsway pupils are guaranteed a place at Riverside Primary School, should parents wish to take it up.
- 7.28 All current and projected pupils from Kingsway Primary could be accommodated at primary schools within a reasonable distance without requiring any new build classroom provision, dependant on patterns of parental preference. In September 2010, including only primary schools in the Wallasey area, there were 534 surplus places within 2 miles of Kingsway, and 426 surplus places within just 1 mile of Kingsway. As stated in 7.1 above, many parents living within Kingsway's zone already choose Riverside Primary School and Somerville Primary School.
- 7.29 The catchment zone of Kingsway Primary School would principally be divided between Riverside Primary School and Somerville Primary School, with a small area to Park Primary School. Parents currently in-zone for Riverside, Somerville and Park would continue to be in-zone and would be unaffected by this change.
- 7.30 The capacity of the Riverside building as it is currently organised is 307 pupils, and at Somerville Primary is 525 pupils. In the event that the new capacity at either school following any required internal adaptations and building works increases the building's capacity by 25% or more, a statutory expansion notice would be required.

## **B - Options involving Brentwood Early Years Centre**

- 7.31 Brentwood Early Years Centre is an LA maintained nursery school with 40 full-time equivalent early years places for three and four year olds. This will reduce to 39 full time equivalent F1 places from April 2011. In January 2010 there were 52 part-time pupils attending the school (26 FTE). The school is also registered with Ofsted to provide 20 full day care places for children aged birth to 5 years, 48 weeks of the year from 8 am to 6 pm, 10 out of school places for 3 to 5 year olds attending the "main" F1 provision, and 12 term-time only crèche places.
- 7.32 In 2000, the Foundation Stage curriculum was introduced nationally as a distinct phase of education for children aged 3 to 5, with six statutory areas of learning: creative development; physical development; personal, social and emotional development; mathematical development; knowledge and understanding of the world; and communication language and literacy. Guidance makes it clear the importance of continuity and progression across the Foundation stage between F1 (nursery) and F2 (Reception). Across Wirral, just over half of all infant and primary schools have an LA designated F1 class, which allows this continuity to be managed, and eases the transition for pupils into "big school". Some schools have private pre-school provision



on site, which while not part of the school, often allows a close working relationship to develop.

- 7.33 There are three maintained Early Years Centres in Wirral. Two of these, Ganneys Meadow in Woodchurch, and Leasowe Early Years and Adult Learning Centre, are now designated as Children's Centres for their respective areas. Brentwood is now the only Early Years Centre not to have become a Children's Centre. The site of the Children's Centre in the South Wallasey area is Seacombe Family Centre.

#### **The review and falling rolls**

- 7.34 A minority of consultees were concerned that Brentwood EYC had been included in a review of primary schools, and felt that the school had been "picked on". To clarify why Brentwood EYC has been included in the review; nursery school provision forms part of the primary phase of education. Somerville Primary School excepted, every other primary school in the South Wallasey area has a nursery class as part of the school. More than half of Wirral primary and infant schools have a nursery class – the remainder do not have a maintained nursery class purely for historical reasons. Were these schools to be newly opening today, they would include a nursery class.
- 7.35 Primary school reviews in the two other areas with a nursery school have included that nursery school in the review from the beginning, and South Wallasey is no exception. The primary review would be incomplete if it did not take into account the maintained nursery school in the South Wallasey area.
- 7.36 Similarly, a minority of consultees expressed concern about the inclusion of Brentwood in a review that is perceived as principally about reducing surplus or empty places, and about the usage of those two terms. Brentwood has been operating below capacity for many years. Regardless of how the capacity of a school is determined, there are empty or surplus places in a school if the number of pupils on roll is below the capacity. The only difference is in the methodology that determines the capacity of a school.
- The "Net Capacity" method defines the capacity of primary and secondary schools. For primary schools, the net capacity is calculated on the basis of the number and size of spaces designated as 'class bases'. For secondary schools, it is based on the number, size and type of teaching spaces and the age range of the school.
  - For nursery and special schools, the capacity is determined by the number of places.

The Government uses the words "surplus places" in an official sense in relation to an annual collection from local authorities which applies only to primary and secondary schools. This is the sense in which nursery schools do not form part of the Authority's surplus place calculation, as they are not required to be reported to the Government, nevertheless, these empty places do exist in nursery and special schools and must be considered when these schools are reviewed as part of school reorganisation.

7.37 The governing body and heads submissions stated that the birth rate is rising, including a Office for National Statistics (ONS) sourced graph showing numbers of 0 to 4 year olds rising until 2008, however the ONS has also produced data indicating that the number of 0 to 4 year old children in Wirral and Seacombe will continue to rise until 2011, but is then expected to fall again as far as 2033. There was a suggestion by some respondents that Seacombe does not follow the Wirral trends. Analysis of F2 pupil data over the past 20 years does not support this. There is a very strong positive correlation between the overall Wirral pupil population and the South Wallasey pupil population – that is, as the value of one goes down, the value of the other also goes down.

7.38 The governing body suggested that the presence of Somerville Community Scheme on the Somerville Primary School site was the reason for fewer children attending Brentwood, as it also provides F1 and day care facilities. Brentwood has for many years operated in a competitive market, promoted by government policy, where parents in Seacombe ward now have a choice of school nursery classes, a nursery school and various private and voluntary providers. Parents have choices, and will operate those choices according to their own needs and expectations. Parental choice also supports the relative popularity of continuity of F1 and F2 provision. In the Seacombe ward in 2010, 48% of F1 pupils attended a nursery class attached to a school, while 13% attended a “school based” private preschool. 16% attended Brentwood, the remainder (23%) attending a private preschool not associated with any particular primary school. This means that 61% of parents opted for “school based” early years settings, with 39% opting for “stand alone” early years provision independent of any particular school.

7.39 The recent announcement of a national scheme to extend free part-time childcare to two year olds from deprived families has been suggested by the governing body as a way to fill empty space and improve the viability of the school. This stems from a pilot scheme begun by the previous Government. On November 16<sup>th</sup> 2010 more details of the current Government’s scheme were announced.

- 15 hours free early education a week for disadvantaged two year olds from 2013
- Sure Start children’s centres in the 30% most deprived areas will no longer have to offer full day care if there is low take up
- Sure Start children’s centres in the 30% most deprived areas will no longer have to hire someone with both Qualified Teacher and Early Years Professional status (to free up resources).

The definition of “disadvantaged” is yet to be determined. Claiming free school meals, the standard indicator of deprivation for school age children, does not apply to preschool aged children. A new mechanism for establishing eligibility will have to be devised which can be operated across all early years providers and be administered by the Authority. Brentwood’s staff have the expertise to deal with two year olds, however it must be borne in mind that parental choice will continue to operate, and as it stands these free part-time

2 year old places will be accessible at any early years setting. Only 16% of South Wallasey parents of a three year old child chose Brentwood for early years education in 2010. Take up of the free two year old places is also likely to be less than 100%, based on uptake for three year old places.

- 7.41 A suggestion was made that the reason for the shortfall in take up of places was that the school was not allowed to advertise, unlike the private and voluntary sector. It is true to say that there is a protocol whereby maintained schools do not advertise their F1 provision, however Brentwood's day care service can be advertised as it is a separate business. There was some suggestion that the Authority had not worked hard enough to fill places at the school.

### **General responses**

- 7.40 Respondents praised the good work carried out by staff at Brentwood, particularly in relation to placements for children with special needs, and the quality of the outdoor play provision at the school.
- 7.41 Some respondents were concerned about the future of the existing staff at Brentwood, and about potential loss of quality resulting from the change from a nursery school to a nursery class. As a nursery class with daycare and wraparound care, the staffing levels would almost certainly be the same as current levels. This because there are national standards for the staff to pupil ratios in all early years settings. Staff would not be lost, and their specialist expertise would be retained. It should be noted that any member of school staff can leave at any time – a new post, retirement, absence for various reasons, just as in any school. There is no reason to expect any member of staff to be made redundant. The exception to this would be the headteacher. If an option for change was approved, the headteacher would be supported in finding an alternative position by the Authority's human resources team, who have extensive experience in this area.
- 7.42 There has been concern expressed by various respondents about the future of Somerville Community Scheme within the options for change. Somerville Community Scheme is a non-profit making registered charity which has operated for the last 15 years. The mobile it occupies on the Somerville Primary site was provided by Wirral City Lands in the 1990's, part of a £37 million 5 year City Challenge project aimed at turning around the decline of inner city areas through public and private partnership. The Scheme has successfully survived the withdrawal of the initial funding, and provides a service that is obviously valued by local families, going beyond early years day care and education to include before and after school provision for children up to the age of 14. There is absolutely no intention to close Somerville Community Scheme as part of any of the consultation options, and this has been confirmed in writing to the management of the Scheme.

### **Early Years Funding Formula and financial considerations**

- 7.43 The Authority has an obligation to ensure that educational provision is efficient and effective, and funding empty places through the schools budget represents a waste of resources that would be otherwise better spent directly on children's education. In relation to nursery schools, the guidance clearly

says that one of the factors in deciding whether a nursery school could be closed is that the Authority is consistently funding empty places. This is certainly the case in Brentwood, and must be taken into account.

- 7.44 Up until April 2011, the school was place funded on 80 AWPUs, regardless of the actual number on roll at any point in the year. The AWPu is the sum of money allocated to the school for each pupil according to age. This is the main source of funding to any school. The point made in the June Cabinet report is that in order to maintain nursery schools which are intrinsically more expensive, they must receive a higher AWPu than a pupil in a nursery class of the same size, which raises considerations of fairness and value for money. From April 2011, the school will be funded termly for the actual number attending, up to a maximum of 78. Although the number attending grows over the academic year, on average Brentwood is 67% full across the year.
- 7.45 One respondent expressed concern about the maintenance of Brentwood EYC as a high cost school at the expense of other Wirral children in nursery classes, and asked how a small nursery school justified a headteacher in comparison to much larger primary schools.
- 7.46 The Governing body gave their view that Brentwood is the only local maintained setting to offer fully flexible 15 hour early years provision. However, the 15-hour flexible free entitlement was universally established in all early years settings from September 2010.

**Specific to the B1 and B2 options**

- 7.47 The B1 option as outlined in the June Cabinet report (then C1) suggested consulting on also relocating Somerville Community Scheme to the Brentwood site, which in January 2010 would have meant the Brentwood building was attended by 106 part-time F1 age children (53 FTE) between the maintained and voluntary provision. This variation to the option was not consulted upon in the final documentation.

During the consultation, the management of Somerville Community Scheme and the headteacher of Somerville Primary have been clear in their responses that they would prefer the pre-school to remain on the Somerville Primary site, and the headteacher of Brentwood EYC has raised concerns about how a co-location would operate in terms of leasing, accommodation and competition for places.

- 7.48 A major outcome of the 2007 consultation was the high value placed by parents on the extended facilities provided at Brentwood, such as affordable day care and crèche places enabling parents to work or attend college, and these views were raised again. The consultation options retain that provision.
- 7.49 Referring to option B1, one respondent was concerned about the impact of the primary headteacher being off-site at a “remote” location. The distance between Brentwood and Somerville is about 500 metres (0.3 miles), which is about five minutes walk. St George’s Primary School in Wallasey operates successfully on a split site with twice that distance between the two.

- 7.50 Regarding option B2, despite advantages in terms of Foundation stage continuity, which are backed up by the response of the headteacher of Somerville Primary School, respondents felt that the quality of the grounds at Brentwood would not be replaceable at the Somerville site. Somerville has three mobile classrooms on site (two in use by the school) which are in relatively poor condition, and take up a disproportionate amount of the schools site. Consolidating these into a new permanent extension to the school is likely to free up more of the grounds.
- 7.51 The likelihood of capital expenditure being available to establish a Foundation 1 classroom and daycare at the Somerville site was also raised. In previous years, the Council has set aside £250,000 of central funding annually for projects arising from the Primary Places Review, and these projects continue to be a high priority. Whilst the national Primary Capital Programme has been restructured, the 2011/2012 capital funding allocation for Wirral was announced on 13<sup>th</sup> December 2010. There are also other funding sources that could be used, if required.
- 7.52 Concerns have been raised about the difference between the B1 option in the consultation document, and that given in the June Cabinet report (C1), in particular, about the implications of accommodating additional Foundation 1 children on the Brentwood site, and potential competition between early years providers. In the June Cabinet report, it was originally suggested that the consultation should include the possibility of the Foundation 1 provision for Somerville Primary School being located at Brentwood alongside (co-located with) Somerville Community Scheme. This suggestion was subsequently not included in the final consultation documents because in the intervening time, it had become clear that such a co-location would not be supported. In particular, Somerville Community Scheme, a PVI preschool, has expressed their view that they wish to remain on the Somerville Primary School site. The official consultation documents are correct, and the consultation has been carried out properly.

#### **Decision Makers Guidance**

- 7.54 The guidance indicates that there are four criteria to be considered before deciding whether a nursery school should close (See Appendix 4).

Option B1 fulfills three of these criteria – the school cannot be developed into a Sure Start Children’s Centre (b); the quantity and quality would be maintained with no loss of expertise or specialism (c); and the replacement provision (a nursery class) is no less accessible or convenient (d).

In terms of the fourth criteria, funding empty places (a), the guidance has not yet caught up with national changes to the way that early years provision is funded. The Authority has been funding empty places at Brentwood EYC for many years – this will cease from April 2011, with the introduction of a new funding formula based on actual pupil numbers. The Governing body believe that the Authority’s funding formula will allow them to maintain the current quality of provision and staffing levels if places continue to be taken up at the same level as now, and they are also expecting uptake of places to increase through the introduction of free part-time places for 2 year olds, despite the

projected reduction in the number of under 4's in South Wallasey (and Wirral as a whole), and competition for those places from other early years settings.

- 7.55 It is recommended that at this time, Brentwood Early Years continues to be maintained as a separate nursery school, pending a future review of the outcome of the changes to the funding methodology and the viability of provision at the school in terms of pupil numbers.
- 7.56 There may be opportunities to reduce costs and improve viability at Brentwood through other means – for example, through hard federation with other nursery or primary schools – which could be explored. It is also recommended that the Authority be permitted to support the governing body of Brentwood Early Years in considering federation and other structural solutions as opportunities arise.

### **Somerville Primary School – Early Years considerations**

- 7.57 An integral part of the B1 and B2 consultation options was that a nursery class would be established under the management of Somerville Primary School. This requires a prescribed alteration to extend the age range of that school. The B1 and B2 options are not recommended to proceed further.
- 7.58 However, recommended Option A1 involves the closure of Kingsway Primary School, which has a nursery class. Decision makers guidance indicates that where a school with early years provision is proposed to close, alternative provision should integrate pre-school education with childcare or other services; and consider whether the alternative early years provision with maintain or enhance the standard of educational provision and flexibility of access for parents. Alternative provision can be with maintained or private, voluntary or independent providers.
- 7.59 In January 2010, Kingsway's nursery class was attended by 7 three year olds and 3 two year olds. At the same point in the year, there were 47 vacant places at the five other maintained school nursery classes within 1 mile, plus an additional 28 vacant places at Brentwood EYC – a total of 75 vacant places. This includes 15 vacant F1 places at Riverside Primary School. In the private sector in Summer 2010, there were 256 vacant places at the 15 private and voluntary pre-school providers within 1 mile. Consequently, there are other high quality early years options locally, and closure of Kingsway Primary School's nursery class would not disadvantage future parents in finding alternative nursery placements.
- 7.60 As a result, it is not recommended to include a linked proposal alongside Option A1 to extend the age range at Somerville Primary School to include a nursery class (See Appendix 4). Members may, however, wish to consider whether in future a nursery class should be established at Somerville Primary, since Somerville is the last remaining primary school in this area without a maintained nursery class. The Headteacher at Somerville has expressed an interest in extending the schools remit to include a nursery class, whilst maintaining the school's long standing relationship with Somerville Community Scheme.

## **8.0 RELEVANT RISKS**

- 8.1 If the proposal is not approved, Kingsway Primary will remain a small school, and both Kingsway and Riverside will continue to operate with high levels of surplus places. The Council's Primary Capital Strategy for Change (PCS) identifies four key priorities. This includes *"Improving value for money in services"*.
- 8.2 The PCS also identifies four key aims in line with the Children and Young People's Plan. The first of these is that children and young people *"attend educational settings that are viable, inclusive and cost effective"*. Indirectly, the removal of surplus spaces and school rationalisation leads to revenue savings to be redistributed amongst remaining schools. Failure to address high levels of surplus places and the issues faced by small schools results in a high risk of wasting resources; consequently less funding would be spent directly on children's education, which could impact on standards. This is at risk if the proposal is not approved.
- 8.3 The legal decisions to re-organise school provision must be made before any decisions to allocate capital funding can be taken. Failure to address surplus places may result in projects not meeting the criteria in order to draw on future central government or other funding sources.
- 8.4 Should the position of Brentwood Early Years Centre change significantly in terms of number on roll, the financial viability of the centre as a separate institution may be threatened. This could require future action to resolve this situation.

## **9.0 OTHER OPTIONS CONSIDERED**

- 9.1 Other options arising from consultation are considered within this report.

## **10.0 CONSULTATION**

- 10.1 In order for all stakeholders to have access to relevant background information and have the opportunity to comment and respond, the following methods of consultation have been employed:
  - a) A range of documentation has been produced and distributed. This comprised:
    - (i) the full consultation document sent to all schools in the South Wallasey area; local One-Stop shops, Seacombe library and the Central Libraries; Wallasey Town Hall and relevant community centres;
    - (ii) a review pack comprising all the relevant background information sent to all the locations in (i) above;
    - (iii) parents'/carers' consultation leaflets and comments forms to all parents/carers, via the three schools named in the options;

- (iv) standard letters to all the schools in the small planning area, one format for schools named in the options and one for other schools in the small planning area.
- b) A dedicated web-site on the Wirral Learning Grid was established and advertised on the council web-site, the council Intranet, and in the parents' consultation leaflets and the standard letters to schools. This site provided access to all the information produced in paper form and allowed e-mail responses to a dedicated e-mail address.
- c) Meetings were arranged for all interested stakeholders at each of the schools named in options for closure or amalgamation. These meetings followed the same format, with a presentation on the overall position and the school specific position followed by around ninety minutes of time for audience comments, feedback and questions. The meetings were attended by parents, carers, staff, governors, Ward members and various other interested persons and bodies. Each meeting was chaired by a Cabinet member. The dates for the meetings were in the parents' leaflets and on the specific web-site and a general notice was published in the local press.
- d) Opportunities have been provided for other means of response. Submissions have been received in paper and e-mail formats – all of which will be made available before and at the Cabinet meeting, in addition to the summaries contained in this report.
- e) All of the relevant LA documentation produced for the consultation has been shared with the Diocesan Bodies.

10.2 The importance of eliciting the views of pupils is sometimes raised and this is an issue which is taken very seriously. We are sensitive to the fact that school re-organisation is by its nature upsetting and potentially stressful, particularly for children. Throughout the review, discussions with headteachers have taken place as to whether pupils should be formally consulted, and if so, how this could be carried out with minimum impact. The professional opinion of headteachers involved in this Phase of the Review was that any formal consultation would be unnecessarily distressing to children, nevertheless, the consultation may include responses received from individual children.

10.3 In the consultation leaflet and documents, it is said that the earliest any change could take place would be Summer 2011. The recommendation in this report is that proposal(s) should be implemented in Summer 2012. This change in recommended implementation date was communicated to consultees during the consultation at the consultation meetings, on the consultation website and also via a letter to parents/carers at the schools concerned.

## **11.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

11.1 As a voluntary group, Somerville Community Scheme has expressed their desire to remain on the Somerville Primary School site as part of the redevelopment of the site. This is an opportunity to provide enhanced



permanent accommodation for this voluntary pre-school and after school scheme.

- 11.2 School re-organisation and transforming accommodation through the Primary Capital Programme and other schemes, provides opportunities to promote joint agency work to promote co-ordinated solutions for pupils and their families.
- 11.3 The Diocese of Chester and the Diocese of Shrewsbury are key partners along with the LA in making provision for the education of children in Wirral. Both Diocesan Authorities were provided with the consultation documentation with an opportunity to respond.

## **12.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 12.1 To date the Borough-wide primary school review process has generated and redistributed over £0.75 million of revenue savings into schools following closures and amalgamations. In addition, changes to the Wirral Funding Formula over the 2008-2011 period have increased funding to schools serving more deprived children and increased the proportion of expenditure in the primary phase. The resultant increases in funding at schools serving areas of high deprivation will contribute to narrowing achievement gaps.
- 12.2 The closure of Kingsway Primary School, excluding those pupil led elements which follow pupils to their destination schools, will release approximately £88,617 annually (on 2010/2011 figures) into the individual Schools Budget as a whole.

If the decision is to approve the proposal, Kingsway Primary School would be allocated a full year's budget for 2011/2012, and a 5/12<sup>ths</sup> budget for 2012/2013. The remaining 7/12ths budget for 2012/2013 would then be redistributed through the Budget formula to Wirral schools.

- 12.3 If a school closes, staff would technically be redundant. However, the neighbouring schools to which pupils relocate will require additional staff, and these schools would be requested to give prior and preferential treatment to redundant staff. In previous years, Wirral has had an excellent record of finding alternative employment for school staff. When posts are advertised in Wirral, schools are requested to give redundant staff who meet the advertised criteria, either a prior and preferential interview or an interview in competition with other candidates.
- 12.4 The recommendations contained in this report have capital implications in respect of the re-location of current pupils and the re-allocation of future pupils to schools. The level of capital required will depend upon the final, approved proposals and will require further, detailed development work. An amount of £250,000 is included in the 2010/11 Schools Capital Programme for "scheme development resulting from primary reviews" which was approved at the Cabinet meeting of 22<sup>nd</sup> July 2010. This allows schemes to be drawn up, costed and tendered, with any balance contributing to build costs. The balance of the capital build costs would need to be drawn from the

following sources: DFE Basic Need and Capital Maintenance Grant, council capital including capital receipts from the disposal of surplus assets, Prudential Borrowing and capital forming part of other national initiatives. It is a requirement that funding is clearly identified when proposals are submitted to the decision maker for approval.

The total capital funding for all Wirral schools in 2011/2012 has been recently announced. This includes £2,116,706 of “Basic Need” funding intended to provide school places where needed in all categories of tax-payer funded schools (primary, secondary, special and Academy).

- 12.5 The recommendations contained in this report include the closure and amalgamation of schools, which in turn will produce revenue savings, to the benefit of other schools as the funding is re-distributed. In the short term the Authority could be required to fund any staff severance costs following closures and amalgamation but they may be partly or entirely offset by savings.

### **13.0 LEGAL IMPLICATIONS**

- 13.1 Key points of the legal guidance and a commentary in relation to Phase 6 options for South Wallasey is included within the report at Appendix 4. Full guidance is provided on the members CD, and is available on line (See Reference Material).
- 13.2 The closure and/or amalgamation of primary schools will have implications for the Authority's admission arrangements. The DfE advise that there is no requirement to consult separately on any changes to admission arrangements as long as full details are provided to parents in the statutory public notices on the proposed alterations to the school provision. This would include details on how the Authority would propose to manage the transfer of pupils to alternative schools, and also deal with applications from parents living in the areas concerned for places in Foundation 2.
- 13.3 In the event of any reorganisation, school catchment areas would have to be reviewed. In the case of an amalgamation it might be assumed that the catchment areas of the schools involved could simply be merged but it is likely that we would take the opportunity to consider any other necessary adjustments. In the case of a school closure, zones of neighbouring schools would have to be re-drawn. Changes would need to take into account consideration of home address in relation to nearest appropriate schools, the new capacity of schools in the area, and other factors such as planned housing development.
- 13.4 If any pupil has a Statement of Special Educational Needs then the Statement would be amended to reflect the new school, and the provision specified in the Statement will be delivered appropriately. Any pupils who are currently placed in designated special provision such as a Special Needs Class would be transferred to an alternative placement according to parental preference. For all those pupils on the SEN register who are affected, the Authority would deploy an element of any savings to provide enhanced support at their new

school. Details of how such a scheme may operate would need to be developed.

- 13.5 If approved by Cabinet, the recommended proposal has already undergone consultation, and can proceed directly to statutory proposals, following which there are a further 6 weeks for representations and comments on the proposal. The outcome of the representation period would then be reported back to Cabinet for a final decision.

#### **14.0 EQUALITIES IMPLICATIONS**

- 14.1 There are none arising directly from this report.
- 14.2 Equality Impact Assessment (EIA)  
(a) Is an EIA required? Not at this stage.

#### **15.0 CARBON REDUCTION IMPLICATIONS**

- 15.1 The removal of old, inefficient accommodation contributes to Council principles and targets in respect of Agenda 21.

#### **16.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 16.1 The relationship between housing development policy and school place provision is a factor in considering surplus place removal.
- 16.2 Construction of any new classroom provision would be subject to the usual planning permissions.
- 16.3 Rationalisation and refurbishment of schools allow the most vulnerable accommodation to be removed and other security improvements carried out.

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#### **APPENDICES**

- 1 Analysis of Consultation and Summary of Responses
- 2 Standards – KS2 data; Value Added; Ofsted
- 3 Aerial Photograph
- 4 Commentary on Decision Makers Guidance in South Wallasey options

#### **REFERENCE MATERIAL**

Available on request from the Children and Young People's Department unless otherwise stated.

Annual Supply of School Places Return, July 2010

- <http://tinyurl.com/6h7yfa8>

Audit Commission Report: "Planning School Places in Wirral" September 2004.

- <http://tinyurl.com/35vpt3v>

Consultation Documents

- <http://www.wirral-abc.gov.uk/primaryplaces>

Decision Makers Guidance

- <http://www.dcsf.gov.uk/schoolorg/guidance.cfm?id=4>

Extract from School Organisation Plan

- <http://www.wirral-abc.gov.uk/PrimaryPlaces/CABecs050718app1a.pdf>

Extract from LA document "In Pursuit of Excellence: Primary Education in Wirral" 2004.

- <http://democracy.wirral.gov.uk/mgConvert2PDF.aspx?ID=9321>

Primary Capital Strategy 2008

- <http://www.wirral-abc.gov.uk/PrimaryPlaces/PrimaryCapitalStrat.asp>

School pupil number returns, January 2010 (Annual Census return to Government).

- <http://tinyurl.com/6jnuu9b>

Other data held in Department including that provided by Wirral Health Authority.

#### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet</b>	<b>24<sup>th</sup> June 2010</b>
<b>Cabinet</b>	<b>1<sup>st</sup> October 2009</b>
<b>Cabinet</b>	<b>19<sup>th</sup> March 2009</b>
<b>Cabinet</b>	<b>16<sup>th</sup> October 2008</b>

# **APPENDIX 1**

## **Analysis of Consultation**

### **Consultation Meetings**

#### **Riverside Primary School**

##### **Present:**

Cllr Paul Hayes (Chair)

Mark Parkinson – LA

Sue Talbot - LA

David Armstrong – LA

Sally Gibbs – LA

Phil Edwards – Technician

Gerard Lahive – Headteacher

Mrs M Allen – Chair of Governors

Attended by 28 parents, 21 staff members, 6 governors, and 17 other interested persons.

19% of pupils were represented by at least one parent/carer.

#### **Kingsway Primary School**

##### **Present:**

Cllr Paul Hayes (Chair)

Mark Parkinson – LA

Sue Talbot – LA

David Armstrong – LA

Sally Gibbs – LA

Phil Edwards – Technician

Francine Foster - Headteacher

Shirley Lothian-Evans – Chair of Governors

Attended by 29 parents, 14 staff members, 5 governors and 13 other interested persons.

41% of pupils were represented by at least one parent/carer.

#### **Brentwood Early Years Centre**

##### **Present:**

Cllr Sheila Clarke (Chair)

Mark Parkinson – LA

Sue Talbot – LA

David Armstrong – LA

Catherine Kerr – LA

Janet Devine - LA

Sally Gibbs – LA

Phil Edwards – Technician

Debbie Richards – Headteacher

Alan Vaughan – Vice-Chair of Governors

Attended by 15 parents, 13 staff members, 6 governors and 27 other interested persons.

26% of pupils were represented by at least one parent/carer.

## Number of responses received by school

Responses	Total	Directly related	Others
Riverside	34	25	9
Kingsway	68	13	55
Somerville	4	4	0
Brentwood	29	14	15
Other	2		

Directly related refers to parents, staff and governors.

## All written responses (forms, letters, e-mails) by respondent category and area

Category of Respondent	No	%
Parents	37	26
Staff	17	12
Governors	7	5
Other	81	57
<b>Total</b>	<b>142</b>	

Please note: Totals may not match with previous table as some people fit into more than one category, for example parent and staff.

Riverside – 45% of 215 total pupils were represented either by a written parent/carer response or a petition signature. Combined with those attending the consultation meeting, **51%** of 215 pupils were represented in the consultation.

Kingsway – 37% of 107 total pupils were represented either by a written parent/carer response or a petition signature. Combined with those attending the consultation meeting, **51%** of 107 pupils were represented in the consultation.

Brentwood – 33% of 42 total pupils were represented either by a written parent/carer response or a petition signature. Combined with those attending the consultation meeting, **48%** of 42 pupils were represented in the consultation.

A **petition** was received in support of **Kingsway Primary School** containing 292 entries, of which 157 were duplicates, incomplete or non-existent addresses, out of borough or persons not on the electoral roll.

The remaining 135 entries represented **108 households** :

<b>Catchment zone</b>	<b>Percentage</b>	<b>Ward</b>	<b>Percentage</b>
Riverside	24	Seacombe	84
Kingsway	23	Liscard	5
Somerville	23	Other	11
Park	13		
Other Wallasey	10		
Other Wirral	30		

Of these 108 households, 60 had a resident child currently attending a Wirral school (primary, secondary or special, any location). The following table gives a breakdown of households with pupils currently or formerly attending South Wallasey primary schools as follows:

<b>Some households may be represented more than once</b>	<b>Current Parent</b>	<b>Former parent</b>	<b>Total</b>
Kingsway	22	12	34
Somerville	8	10	18
St Josephs Wallasey	1	5	6
Park	1	4	5
Riverside	0	1	1
Egremont	0	0	0
<b>Number of households</b>	<b>32</b>	<b>32</b>	<b>64</b>
<b>% of total households (108)</b>	<b>30</b>	<b>30</b>	<b>59</b>

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A **petition** was received in support of **Option A, Closure of Kingsway Primary School** containing 913 entries, of which 486 were duplicates, incomplete or non-existent addresses, out of borough or persons not on the electoral roll.

The remaining 427 entries represent **313 households**:

<b>Catchment zone</b>	<b>Percentage</b>	<b>Ward</b>	<b>Percentage</b>
Riverside	37	Seacombe	57
Egremont	13	Liscard	15
Somerville	7	Leasowe & MoretonE	5
Kingsway	6	New Brighton	5
Park	6	Other	18
Other Wallasey	11		
Other Wirral	26		

Of these 313 households, 128 had a resident child currently attending a Wirral school (primary, secondary or special).

The following table gives a breakdown of households with pupils currently or formerly attending South Wallasey primary schools as follows:

Some households may be represented more than once	Current Parent	Former parent	Total
Riverside	54	23	77
Somerville	7	8	15
Egremont	3	12	15
Kingsway	0	10	10
St Josephs Wallasey	3	4	7
Park	0	1	1
<b>Number of households</b>	<b>67</b>	<b>58</b>	<b>125</b>
<b>% of total households (313)</b>	<b>21</b>	<b>19</b>	<b>40</b>

**NOTE:** 3 persons representing two households were represented on both the petition supporting Kingsway Primary, and the petition supporting closure of Kingsway Primary.

A **petition** was received in support of **Brentwood Early Years Centre** containing 836 entries, of which 408 were duplicates, incomplete or non-existent addresses, out of borough or persons not on the electoral roll.

Of the remaining 428 entries, representing **369 households**:

Ward	Percentage	Catchment	%
Seacombe	71	Somerville	50
Liscard	13	Park	16
Wallasey	5	Egremont	8
Other	11	Riverside	3
		Kingsway	2
		Other Wallasey	14
		Other Wirral	7

Of these 369 households, 137 had a resident child currently attending a Wirral school (primary, secondary, special) or PVI early years setting.

The following table gives a breakdown of households with pupils currently or formerly attending South Wallasey primary schools including Brentwood EYC as follows:

Some households may be represented more than once	Current Parent	Former parent	Total
Somerville	31	34	65
Brentwood	11	33	44
Park	10	10	20
St Josephs Wallasey	12	6	18
Egremont	6	3	9
Kingsway	6	5	11
Riverside	2	4	6
<b>Number of households</b>	<b>78</b>	<b>95</b>	<b>173</b>
<b>% of total households (369)</b>	<b>21</b>	<b>26</b>	<b>47</b>



## **APPENDIX 1B**

### **Summary of responses by school**

#### **People allied to Kingsway Primary School**

##### **Falling rolls**

- Interest in attending the school has increased
- If F1 could attend all day numbers on roll would go up
- F1 should have been taken into account in the figures
- Should put a cap on Park and Somerville so they can't take so many kids
- More children in F2 than ever before

##### **Staff and Standards**

- Good friendly school
- A family and community school
- Everybody knows everybody's name
- Teachers are great, helpful and make learning fun
- School has improved in the last couple of years
- Some teachers have been there for years, it would be a shame for them to end their careers this way
- Staff are amazing, brilliant and supportive
- Small but happy and warm school
- Small schools suit many children
- Chose Kingsway because of smaller classes
- Larger schools would not have helped my child like Kingsway
- Staff are good with children with special needs and disabilities
- More one on one time with each child
- Small doesn't mean it's not good
- Fair and nice
- Good communication between staff and parents
- Gives children a headstart in life to achieve their full potential
- School has residential and day trips and links with Oldershaw school
- Some children have passed the 11+
- Teachers make us work hard
- Cheers us up when we're upset
- Satisfactory Ofsted in 2008

- Recent Ofsted visit was good
- Three year upward trend in English, science is improving
- Governors show a greater understanding of their responsibility
- Bigger schools have mixed age classes and it works there too
- Teacher scribed for my child's exams when she had a broken wrist
- Every teacher is aware of every child's needs
- One of the few schools that runs a family service at lunchtime

### **Building and site**

- Modern school
- Better equipment than Riverside
- Riverside is an older school
- Small on the outside, big on the inside
- School could be made bigger to take more children
- Wouldn't be the same with a new building
- Suitable disabled access
- School is tidy and has displays
- Our school is huge
- All the classrooms have been renovated
- Laptops, interactive white boards and new books have been provided
- New heating
- All space is put to good use
- Space to build extra classrooms here
- Concerns about the future of the site if the school closed
- Could you build on the Park at the back of the school?
- Even full it would still be a small school

### **Pupils**

- My child has grown in confidence and made great friends
- New children are welcomed
- I don't want go to another primary school
- My children have done well here
- Teachers helped my daughter overcome her shyness
- My child is happy and settled here
- Concerned about knocks to confidence
- Children in deprived areas need individual care and attention

- Children love coming to school here
- Children would be split up from their friends
- Like playing football, learning French and playing the violin
- Children are safe and secure

### **The Options**

- If amalgamated at Riverside the majority of parents would not go, then Riverside might have to close in the future
- Would be upset to move to another school
- I will not send my kids to Riverside
- Riverside has a very bad reputation
- Only closing Kingsway because it's small
- Why should a public school be closed down
- Why wasn't there an option to close Riverside Primary?
- Could you close Brentwood and bring the F1 here rather than building on at Somerville?
- There is already a preschool at Somerville
- Will Somerville Community Scheme be closed?
- If Somerville decreased it's number Kingsway and Riverside wouldn't be under threat
- The amalgamated school would be 1.5 FE so would have mixed age teaching anyway
- Amalgamation would allow children and their friends to stay together
- Amalgamation would take the experience and expertise of both sets of staff
- Kingsway would retain it's ethos and identity in an amalgamation but develop it
- Amalgamation here would serve the whole community
- Closure would mean children would not be guaranteed a place at their chosen school
- Not opposed to amalgamation if it comes with a new build
- Will work with another school in an amalgamation but would find it difficult if Kingsway closed

### **The Process**

- No decisions have been made
- More pupils from Kingsways area attend Kingsway than Riverside's do Riverside

- Booklet says closure in July 2011, needs to be made clear it would be July 2012
- Is it all about costs or does it take into account performance as well?
- Wanted to send out a joint letter with Riverside but they refused

#### **Financial**

- Not reasonable to use 180 as a benchmark for financial viability
- Cost per square footage has to be taken into account
- Money is not wasted here
- Small schools cost money but also offer choice
- Be cheaper to build on here than Riverside
- Riverside would have to be knocked down and rebuilt

#### **Traffic and transport**

- I live out of catchment area and still bring my children to Kingsway
- Too far to Riverside
- Would have to walk further to school
- Concerns about safety of schools on main roads
- This school is not on a main road

#### **Other Comments**

- Generations have gone to this school
- Long history gives the school a more familial edge over other schools
- The building brings back memories of my time there
- Food is delicious

## **People allied to Riverside Primary School**

#### **Falling rolls**

- Don't understand why numbers are predicted to keep falling
- F2 class is bigger than last year
- Already 26 children in the F1 class who will move up
- Why is F1 not included in the numbers on roll
- Does this take into account the Peel Holdings plan?

#### **Staff and Standards**

- High standards of pastoral care
- Better KS2 results than Kingsway or Somerville
- Children get the help they need

- Caring, happy, safe, welcoming school
- Staff are hardworking, friendly, determined, focused, co-operative and supportive
- Committed to providing the best education for children and developing their full potential
- Very successful inclusion unit for 8 children from all over Wirral
- Trusting relationships with vulnerable families built up over the years
- School tries hard to get the best from children
- Friendship stop helps me when I fall out with somebody
- Afterschool, breakfast club and lunchtime activities
- Staff help children with special needs
- Standards are good even though we have a high proportion of children with special needs
- Concerns about future of staff
- Problems are addressed and sorted
- Teachers are happy to listen
- A very good school
- Excellent team of teachers, some have worked there for years
- Teachers care deeply about children's progress
- Children experience fairness, equality and respect as well as core subjects
- All staff and governors are dedicated and work well together
- Lovely and friendly, headmaster is great
- Family learning courses
- School works closely with parents and children
- Trust between staff and the community
- Provides stability in a socially and economically deprived area
- Very high standards of teaching
- Varied and stimulating curriculum
- Children are nurtured and developed as individuals
- Concerns about staff redundancies
- Have had letters for last two years congratulating school on KS2 results
- Does not get the recognition it deserves
- Caretaker never stops working

- Prepares children for transition to secondary school

### **Building and site**

- Would not be possible to fit all the children into Kingsway
- Riverside has a larger capacity
- Riverside has a larger site with space to build on
- Kingsway is in a local park with the Ash Villas hostels within yards
- Ash Villas is getting made bigger
- Kingsway would need more classrooms at extra expense
- Kingsway site gets pollution from the tunnel which is bad for children with asthma
- Riverside location is lovely
- Children can walk on the prom and have Guinea Gap and the town hall next door
- Continually being brought up to date with modern technology
- Kids love the views
- Classrooms are not typical sizes, does not seem possible to accommodate 100 more children although it has done in the past
- Great for the children when there are events on the river
- The only school in Seacombe
- Kingsway's grounds are not big enough for that number of children

### **Pupils**

- Children are made to feel special
- My child is happy and settled here
- My child has done really well here
- Children love coming to school
- Children love the staff and feel safe here
- Moving school would be an upheaval for children
- Provides stability for children who perhaps don't have that at home
- Disruption to children's education, particularly those with special needs and the Inclusion base
- Looked after children don't deal with change well
- I do not want to go to another school
- Moved from Kingsway because of unhappy staff and bullying, can't go back there
- Concerns about the effect of amalgamation at Riverside on existing children's education

- There would be more lateness if children had to travel further to school

### **The Options**

- I chose Riverside over the other schools
- If amalgamated at Kingsway the majority would not be willing to move there
- I moved my children from Kingsway because I was not happy with the way we were treated
- Head at Kingsway dismissed my child's developmental problems
- Amalgamation would be a backwards step
- If you amalgamated at Riverside you are not guaranteed Kingsway children would come here
- If Kingsway closed, Riverside would receive a certain amount of their pupils
- The graphs clearly show that Kingsway will fit into Riverside
- Closing Kingsway would disrupt fewer children
- Why move 200 children from here when there are less at Kingsway
- Children would settle in at Riverside very quickly
- As a rate payer it is difficult to comprehend you are even considering closing Riverside or moving children to another location
- I would not put my child into a school next to the Ash Villas
- All Kingsway children would be welcome and can be accommodated here
- Closing Kingsway would give parents a choice of local school to attend and Riverside would not have the pressure of 100 more children
- Relocating to Kingsway would mean attendance and punctuality would suffer
- Is amalgamation an option or have the two schools become entrenched?
- Could there be a new build to benefit all the children?

### **Traffic and transport**

- Closing Riverside would leave a big gap – the other two are only 2 minutes away from each other
- Closing Riverside would create a lot of congestion in the surrounding area
- Parents who move out of the area still send their children here
- Kingsway is virtually on a one-way system
- Riverside has a main road but it's really only peak time traffic
- Parking problems at Kingsway

## **Financial**

- Makes economical sense to close Kingsway
- Inappropriate to move children to Kingsway as it would involve expense to the government
- Wouldn't it be cheaper to close Kingsway and let parents choose which school to send their children to?
- Would be more expensive to build at Kingsway
- There are only financial reasons to consider closing or amalgamating Riverside

## **The Process**

- Good quality education should be at the heart of any decision
- Chair of Governors and other governors should have been invited to the meeting
- Councillors did not get enough notice of the meeting
- Will this reorganisation reduce surplus places below 10%?
- Local councillors should keep an open mind

## **Other comments**

- Generations have gone to this school
- Long history
- Heart of its community

## **People allied to Brentwood Early Years Centre**

## **Falling rolls**

- Numbers would improve if school was publicised more through outreach
- Numbers of 0-4 children are increasing in Seacombe
- Birth rate is increasing
- Surplus places do not apply to Brentwood
- Council should be encouraging parents to come here to fill empty places
- When there is a boom in population there will be no quality facilities left
- Brentwood has empty places but they will not be funded from April 2011
- Nobody knows how many children there will be in the future
- Mothers are not having children later in life in Wallasey

## **Staff and Standards**

- Intensive support for children with special needs



- Adult learning classes
- Socially deprived area
- Health visitors and social care send children here
- Our diversity and racism project has been adopted by other Wallasey schools
- Visitors to school from fire service, police, art and cultural groups etc
- Links with Uganda
- Healthy Schools award and healthy cooking lessons for parents
- Parents say staff are approachable
- Inclusive school
- Support for vulnerable families
- Learning through play
- Great little nursery
- Staff are mostly mature and very experienced
- Only facility to offer a fully rounded service with wrap around, day care, dinner sessions
- Open door policy
- Standards are better than nursery classes in primary schools
- Concerns about future of school staff
- Current staff are highly qualified and excellent and this would be lost if Somerville took over
- School is making progress
- Nice atmosphere, fun and nurturing environment
- Staff attend to my child's behavioural needs
- Day nursery helps mums go back to work
- Headteacher knows the children by first name
- Committed, caring, fantastic, professional staff
- Early Years teacher on site
- A training ground for big school
- Like the group sizes
- One on one attention
- Large schools are daunting for children
- A positive influence

#### **Building and site**

- Children enjoy gardening in Tots Plots

- Community Orchard
- High quality safe outdoor environment
- Used as outdoor training venue for early years practitioners
- How would Somerville Preschool be housed at Brentwood?
- Cannot supply the same space or outdoor environment at Somerville
- Beautiful setting
- Excellent facilities
- Close knit and homely
- No other preschool has an outdoor grassed area
- Spacious inside and out
- Building at Somerville would be expensive
- Government is stopping new builds because they are expensive
- Located in a deprived area
- Well maintained
- Somerville has little space to extend, would make parking even worse

### **Pupils**

- Transition arrangements with various primary schools
- Children get a great start here
- My children would not be as outgoing and bright without Brentwood
- Open to anyone regardless of which primary school you choose
- My child is/was happy here
- My child has come on leaps and bounds

### **The Options**

- Says 106 places in June Cabinet report – what does this mean?
- Would Somerville PreSchool be closed down?
- Quality would suffer if there was no on-site headteacher
- Only 39%/35% of children go onto Somerville
- Only just over half of schools have a nursery class for continuity
- Vital it remains open
- If part of Somerville, you would only go if your child was going on to Somerville
- Headteacher would not know the children
- Needs to remain independent of any school to give everyone a fair chance to attend

- Parental choice would be reduced
- Feeds several schools in the area
- Shame to change something that's not broken
- There will be no quality facilities left
- Should be investing in the school not closing it
- If Somerville Preschool does not close there would not be enough children to fill Brentwood
- If Kingsway closes, F1 children can be offered places here
- Having a split site would do nothing for continuity

### **Traffic and Transport**

- Serves the whole of Wirral

### **Financial**

- Budget is well managed and gives value for money
- Brentwood is not allowed to advertise F1 unlike the private sector
- There is nothing about financial reasons for closure in the guidance
- Children's education would be damaged by the short sighted penny pinching approach of Wirral Council
- Decision makers guidance does not authorise revenue savings to be redistributed to schools
- What is the AWPU?
- This is all about cutting costs
- Cutting costs now, but this will lose quality in preschool education
- Driven by finance but not taking into account the quality
- Does not make sense to fund empty places
- The maintained sector should offer value for money
- Don't believe there would be any financial saving if Somerville took over the site
- From April 2011 empty places won't be funded, so can't be used as a reason to close
- Still sustainable after the Early Years Single Funding Formula begins – only £18,000 cut in first year
- Two year old funded places have been announced, until the details are known Brentwood should be maintained
- How will savings benefit under 5's?

### **The Process**

- There is a presumption against closure of nursery schools

- Questions about whether responses/petition should go to a Councillor or to the Director
- I have set up a survey website and facebook group
- Primary places review does not apply as Brentwood is not a primary school and should not have been included
- Surplus and empty places are confusing
- Does not satisfy the criteria for closure
- Lack of information in the public domain
- Consultation is flawed
- Options were presented as concrete aspirations with zeal, not as neutral or dispassionate options
- Has survived two recent sets of closure proposals
- Shortsighted behaviour of the council
- Only Brentwood has been included in the review, not the other two nursery schools – this is discrimination
- Can't use size as a reason for closure

#### **Other comments**

- Fully flexible 15 hour provision
- Places for 2 year olds
- Centre of its community
- Generations have gone to this school

## APPENDIX 2

### Standards at the end of Key Stage 2

#### DATA

**This report contains information about 2010 Key Stage 2 results.**

#### **Actual Results**

The % attainment of the cohort at Levels 4+ and 5+ for English, mathematics and science.

For benchmarking purposes, a table showing Wirral and England Average Results are shown.

#### **Fischer Family Trust Estimates**

Fischer Family Trust (FFT) is an independent organization which produces National data used by schools and LAs to support education. Estimates of potential attainment are provided based on pupils' **prior attainment plus social context factors** such as school's Free School Meal data (Estimate B, 'similar' schools) and upon the progress made by schools in the top 25% percentile of value added scores nationally (Estimate D, top quartile).

Use of the two estimates allows the impact of school context to be included in any discussion. The figures show the estimated result that a school should attain at the end of Key Stage 2 based on the results of that cohort's Key Stage 1 results.

The source of the FFT estimates used in this document is DfE Data Feed 16/12/2010; DfE SFR36/2010 16/12/2010.

#### **Actual Results Minus Fischer Family Trust Estimates**

Subtracting the FFT estimate from the actual result gives an indication of how well a school has performed based on:

- all 'similar' schools nationally; the Actual minus FFT B
- the top 25% of 'similar' schools nationally; the Actual minus FFT D

This is a value-added measure as it can be used to determine how well a school has performed related to national prior attainment figures.

#### **Performance Table Figures**

The Government publish annual tables which show data for Wirral Schools. The data includes Contextual Value Added and coverage indicators.

#### **What is meant by value added?**

Raw test results tell us whether pupils have scored above or below expected

national levels. They do not tell us whether a pupil has made more progress than expected from one Key Stage 1 to Key Stage 2.

The progress schools help individuals to make relative to their different starting points is usually referred to as **value added (VA)**. Value added measures are intended to allow more relevant comparisons between schools with different pupil intakes.

For example, pupils attending school 'A' may achieve results in Key Stage 2 tests above the expected national level while pupils at school 'B' achieve below. However, in value added terms, the pupils at school 'B' may have made more progress than other pupils relative to their Key Stage 1 starting point and, therefore, have a higher **value added**.

If the value added score is between 99 and 101 then pupils in the school are making progress in line with national expectations.

Other factors will have an impact on a school's VA score. The performance tables use the measures of coverage and mobility to indicate where a VA score may be unrepresentative.

Contextual Value Added (CVA) is not very different from VA. The basic principle of measuring progress from the KS1 to KS2 remains the same. However, a number of other factors which are outside a school's control, such as gender, special educational needs, movement between schools, and family circumstances, are also known to affect pupils' performance.

CVA therefore goes a step further than VA by taking these factors into account and thus gives a much fairer measure of the effectiveness of a school.

## Key Stage 2 2010 results by school

ENGLISH							
		Level 4+			Level 5+		
DfE	School	Actual	FFT B	FFT D	Actual	FFT B	FFT D
2244	Egremont Primary	68	68	76	25	16	23
2108	Kingsway Primary	88	81	88	19	21	29
2110	Park Primary	63	72	80	17	23	30
2107	Riverside Primary	83	67	75	23	18	25
2111	Somerville Primary	71	75	83	32	19	26
3333	St Joseph's Catholic Primary	63	71	78	11	17	25

MATHS							
		Level 4+			Level 5+		
DfE	School	Actual	FFT B	FFT D	Actual	FFT B	FFT D
2244	Egremont Primary	75	72	80	30	23	31
2108	Kingsway Primary	81	80	85	31	35	43
2110	Park Primary	90	69	78	37	28	35
2107	Riverside Primary	90	71	81	33	27	34
2111	Somerville Primary	74	71	79	23	22	29
3333	St Joseph's Catholic Primary	48	73	78	11	29	37

ENGLISH AND MATHS							
		Level 4+			Level 5+		
DfE	School	Actual	FFT B	FFT D	Actual	FFT B	FFT D
2244	Egremont Primary	58	60	70	23	11	17
2108	Kingsway Primary	75	72	79	19	14	21
2110	Park Primary	63	62	72	17	17	23
2107	Riverside Primary	83	59	69	20	15	20
2111	Somerville Primary	64	63	74	21	12	18
3333	St Joseph's Catholic Primary	41	64	71	4	12	18

## Key Stage 2 2010 Actuals and FFT Value Added Scores

ENGLISH							
DfE	School	Level 4+			Level 5+		
		Actual	- FFT B	- FFT D	Actual	- FFT B	- FFT D
2244	Egremont Primary	68	0	-9	25	9	2
2108	Kingsway Primary	88	7	0	19	-2	-10
2110	Park Primary	63	-9	-17	17	-6	-13
2107	Riverside Primary	83	16	8	23	5	-2
2111	Somerville Primary	71	-4	-12	32	13	6
3333	St Joseph's Catholic Primary	63	-8	-15	11	-6	-14

MATHS							
DfE	School	Level 4+			Level 5+		
		Actual	- FFT B	- FFT D	Actual	- FFT B	- FFT D
2244	Egremont Primary	75	3	-5	30	7	-1
2108	Kingsway Primary	81	1	-4	31	-4	-12
2110	Park Primary	90	21	12	37	9	2
2107	Riverside Primary	90	19	9	33	6	-1
2111	Somerville Primary	74	3	-5	23	1	-6
3333	St Joseph's Catholic Primary	48	-25	-30	11	-18	-26

ENGLISH AND MATHS							
DfE	School	Level 4+			Level 5+		
		Actual	- FFT B	- FFT D	Actual	- FFT B	- FFT D
2244	Egremont Primary	58	-2	-13	23	12	6
2108	Kingsway Primary	75	3	-4	19	5	-2
2110	Park Primary	63	1	-9	17	0	-6
2107	Riverside Primary	83	24	14	20	5	0
2111	Somerville Primary	64	1	-10	21	9	3
3333	St Joseph's Catholic Primary	41	-23	-30	4	-8	-14

**Red shading** indicates 5% or more below estimate; **Green shading** indicates 5% or more above estimate.

## Wirral and National Figures

	English		Maths		English and Maths	
	Level 4+	Level 5+	Level 4+	Level 5+	Level 4+	Level 5+
Wirral	82	34	82	35	75	23
England	80	33	79	34	74	23



## Performance Table Data 2010

DfE	School	CVA SCORE
2244	Egremont Primary	100.9
2108	Kingsway Primary	100.6
2110	Park Primary	101.5
2107	Riverside Primary	101.7
2111	Somerville Primary	100.9
3333	St Joseph's Catholic Primary	98.9

Red shading indicates below the expected rate of progress, and green above the expected rate of progress.

## SUMMARY

### Kingsway Primary School

There were 16 pupils in the 2010 Year 6 cohort at Kingsway Primary, with each child being represented as 6.3%.

Results at Kingsway Primary in English L4+ and Science (TA) at both levels are above the Wirral and national averages. English L5+ and Maths L5+ are below both the Wirral and national averages.

Maths L4+ is below the Wirral average, but above the national average.

The Performance Table overall value added score of 100.6 indicates that pupils at Kingsway Primary School are making the expected rate of progress.

### Riverside Primary School

There were 30 pupils in the 2010 Year 6 cohort at Riverside Primary School, with each child being represented as 3.3%.

Results at Riverside Primary in English L4+, Maths L4+ and Science (TA) at both levels are above the Wirral and national averages.

English L5+ and Maths L5+ are below both the Wirral and national averages.

The Performance Table overall value added score of 101.7 indicates that pupils at Riverside Primary School are making more than the expected rate of progress.

### Somerville Primary School

There were 66 pupils in the 2010 Year 6 cohort at Somerville Primary, with each child being represented as 1.5%.

Results at Somerville in all three core subjects at both levels were below both the Wirral and national averages.

The Performance Table overall value added score of 100.9 shows that pupils at Somerville Primary School are making the expected rate of progress.

## OFSTED

*The following are extracts from the most recent Ofsted report*

### **Kingsway Primary School (2008)**

Kingsway School's overall effectiveness is satisfactory. Pupils behave well and they develop good cultural understanding. They enjoy positive relationships with adults and with each other. School leaders evaluate the school's effectiveness well and have begun to take good action to improve it. These are good features of the school's work. Pupils' achievement is satisfactory overall. From their very low start in the EYFS, pupils make satisfactory progress overall throughout the school. However, this is inconsistent across subjects. Pupils achieve well in writing and mathematics so that standards by the end of Year 6 are average. In reading and science pupils do not do as well and standards are below average. Improvements in the teaching of reading are now giving pupils a satisfactory foundation in the development of reading skills so that standards are improving but remain below average in both key stages.

The provisional Year 6 national test results in 2008, together with school data, show that standards in science are below average. Although achievement in science is currently inadequate inspection evidence indicates that it is improving. School leaders are taking effective steps to address the weaknesses in pupils' investigative skills in science and improvements in the teaching of science are giving pupils more opportunities to carry out practical scientific investigations. Pupils' personal development and well-being is satisfactory. Pupils report that they are happy at school. They are polite and courteous to visitors and they have a good understanding of how their actions affect others. Their appreciation of the diversity and richness of other cultures is good because the school provides pupils with rich opportunities to learn about these things through visits, assemblies and creative activities. Pupils' understanding of how to keep safe and live healthy lifestyles is satisfactory. They are proud that they have begun to make a contribution to the school community through the work of the recently formed school council. They make a satisfactory contribution to the wider community by raising funds for various local and national charities. Attendance is broadly average. Teaching and learning are satisfactory overall. Effective monitoring is identifying areas for development. Improvements in the teaching of reading and science, for example, are improving the quality of learning in these two areas. Good teaching of writing and mathematics in Key Stage 2 promotes good achievement in these subjects. Teachers have begun to use marking effectively to raise standards. In some classes exceptionally good marking accelerates pupils' progress and helps them to improve their own work. The school is working hard to extend and enhance pupils' learning opportunities. Currently, the curriculum is satisfactory but it is becoming steadily more enriched and relevant to pupils' interests, such as through the provision for sport, art, music and residential visits. Pupils have begun to develop and use their literacy and numeracy skills in other subjects and school leaders are monitoring these developments and their impact on pupils' learning well.

The day-to-day care of pupils is good. Pupils say that they feel safe and well cared for. They confirm that there is always someone to help them if they have

any concerns. Support and guidance for pupils' academic development is satisfactory. Teachers have set pupils targets for their learning and pupils are developing an understanding of how working towards these targets helps them to improve their work.

School leaders evaluate the school well and set appropriately challenging goals for the improvement. This is backed up with effective checks to confirm the impact of actions taken to improve it, such as by monitoring teaching, learning and pupils' progress. Day-to-day management by school leaders is satisfactory but governance is inadequate as the governing body does not operate effectively. This limits the school's capacity to improve which is satisfactory rather than good, as the school evaluates it to be. Partnerships with parents and the wider community are satisfactory and the school takes appropriate steps to promote community cohesion. However, the school does not communicate its vision or celebrate its successes well enough to ensure that parents are kept informed and understand how it is making improvements.

### **Riverside Primary School (2009)**

In accordance with section 13 (5) of the Education Act 2005, Her Majesty's Chief Inspector is of the opinion that the school no longer requires significant improvement.

The school provides pupils with a satisfactory and rapidly improving standard of education. It has successfully addressed the significant weaknesses in leadership and management that were identified at the last inspection. This has meant that the school is much better placed to raise pupils' achievement and standards even further.

Overall, pupils achieve satisfactorily and, by the time they leave Year 6, reach average standards in English, mathematics and science. Improvements this year in the content and breadth of pupils' writing, linked to a keen focus on promoting their speaking and listening skills, have led to higher standards and better achievement in the subject. However, the lower quality of pupils' handwriting and spelling means that standards in writing are still below average. All pupils do well in science, because of the school's recent emphasis on enabling them to test their predictions through investigation. However, in other subjects the more able pupils underachieve because they are not always sufficiently challenged. Pupils' personal development is good and they feel cherished and safe. They behave well, have positive attitudes to learning and are open and friendly. Many display a good understanding of the benefits of a balanced diet, regular exercise and they know how to avoid unnecessary risk.

The quality of teaching and learning is satisfactory overall, ranging from satisfactory to good. Where learning is best, pupils play a very active role and are very involved in assessing how well they and their classmates are progressing. Where teaching is good it enables all pupils to progress well by offering effective challenge to different ability groups and by providing interesting and relevant activities to which pupils respond very enthusiastically. Often, where teaching is less effective, there is an imbalance between teachers' input and pupils working independently or cooperatively on appropriate tasks. This hampers pupils' progress. The curriculum satisfactorily meets pupils' academic needs, offering them many enriching experiences, and promoting their personal development well. Pupils thoroughly enjoy visits and gain socially and culturally from visits

linked to their learning. After school and lunchtime clubs promote pupils' physical development well. The curriculum provided for younger pupils who find it difficult to learn in whole-class situations, effectively meets their needs in the school's inclusion base, the Willows.

A strength of the school is the very good quality pastoral care provided for pupils and their families. The sensitive, approachable staff reassure those pupils who have considerable barriers to their learning to settle happily and to take advantage of all that the school offers. Very strong partnerships with external agencies and with most parents ensure that the most vulnerable pupils, including those with learning difficulties and/or disabilities, are well looked after and enabled to achieve at least satisfactorily. Academic guidance has improved since the previous inspection and this means that pupils are generally well informed about how to improve their work. Despite rigorous systems to improve attendance, the school continues to find it difficult to persuade a minority of parents of the importance of sending their children to school more regularly. Consequently, attendance is well below average overall.

Leadership and management are now satisfactory and they continue to improve. In partnership with the local authority, the headteacher, other senior leaders and the governing body have tightened up systems to check on pupils' performance. They have made themselves and staff more aware of how to track and measure pupils' standards and progress and have put in place effective strategies to improve the quality of pupils' writing. They have been less successful in improving overall attendance and still have a too positive view of the school's overall effectiveness and of aspects of its provision and outcomes. Given the improvements made and indications of rising standards, the school demonstrates a satisfactory capacity to improve further.

### **Somerville Primary School (2008)**

This is a good school and its pupils achieve well. They really enjoy school, build positive relationships with staff and become mature young people because the outstanding curriculum meets their needs especially well. The exemplary senior leadership team check teaching and pupils' progress regularly and, following careful evaluation, have put in place measures which have improved the curriculum extensively. They know their school well. Since the last inspection, standards at the end of Key Stage 2 are much higher and attendance has improved significantly.

Senior leaders' forward planning is of high quality and is driven by the desire to improve standards even further. The school has excellent relationships with parents and other schools and agencies, which promote pupils' well-being in an outstanding way. The good governing body is fully supportive of the school, its staff and the pupils. It is well informed about the school and, when necessary, holds it to account for its performance. The good quality management and the extensive improvement since the last inspection indicate that the school has good capacity to improve further. It gives good value for money.

Children start school with skills that are well below those typical for their age. They make good progress through the school and by the end of Key Stage 2 reach average standards in English, mathematics and science. Teaching is consistently good in English and science. Pupils' progress is better in these two subjects than in mathematics, where in

some lessons tasks are not always matched well to pupils' differing abilities. Teachers and teaching assistants use questioning well to improve pupils' language skills. Lively presentations, often making good use of technology, stimulate pupils' desire to learn and broaden their experiences. Pupils are encouraged to become more independent, often via well chosen homework topics. An excellent example of this is the high quality work pupils completed at home in separate projects on musical instruments and the Second World War. Pupils know how to improve their English, because teachers' marking has improved during this year and is now good. Teachers' marking is less strong in mathematics because of inconsistencies in the quality of information teachers give pupils in different classes to help them improve their work. Pupils' personal development is outstanding. They thoroughly enjoy school because lessons are interesting, there is an amazing range of clubs for all ages and they want to learn. Their behaviour in assembly and in class is excellent, but sometimes at playtime and around the school a few pupils lack the self-discipline to make sensible choices. Pupils apply for jobs, for example as a school councillor, and if appointed carry them out exceptionally well. This is excellent preparation for life. In addition, pupils regularly give presentations to governors and others to support their views and to request funding in order to implement their ideas. They do their best to stay healthy, taking full advantage of the many opportunities for physical activity but are less keen to try unfamiliar foods. Most parents have every confidence in the school. They also indicate that staff are easily approachable and listen to and act upon parents' concerns. The inspection agrees with these views and that pastoral care is strong. Staff regard pupils' care and safety as their highest priority and there are many examples of sensitive and helpful support given to families. Pupils receive good academic support. They are clear about their targets in English and mathematics and how to move on to the next stage in their learning.





St Alban's Catholic Primary School

Egremont Primary School

Riverside Primary School

St Joseph's Catholic (Wallasey) Primary

Somerville Primary School

Brentwood EYC

Kingsway Primary School

Park Primary School

0 0.25 0.5 miles



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## **APPENDIX 4**

### **Key points from DfE guidance on School Re-organisation**

#### **4a – Closure of maintained schools**

This would apply to the following options:

Closure of Kingsway Primary

Amalgamation of Kingsway Primary and Riverside Primary Schools

Closure of Brentwood Early Years Centre

#### **Who can propose the closure of a school?**

The LA can propose the closure of any school.

#### **Linked proposals**

If proposals are related to others they would be published together, for example, the proposed closures of Kingsway and Riverside in order to amalgamate the two schools would be published with the proposal to establish a new primary school.

#### **Representations**

A six week representation period follows publication of notices. Representations are to be sent to the LA.

#### **Decision Makers**

This is either the LA, or the Schools Adjudicator. The Adjudicator's decision is final but there are limited rights of appeal following LA decisions.

The LA decision maker in Wirral is Council's Cabinet.

#### **What if there are no objections?**

As long as the closure proposal was made by the LA, and there are no linked proposals which receive objections, the proposal can be determined by the LA Decision Maker within 2 months. Conditional approval cannot be given.

There is no right of appeal to the decision.

#### **And if there are objections?**

If there are objections, or a proposal is linked to another which receives objections, proposals must be passed to the LA Decision Maker, who must make a decision within 2 months of the end of the representation period.

In relation to primary school closures, conditional approval can be given in relation to:

- Changes to admission arrangements at another school
- The occurrence of any other condition with a specified date for any other school or proposed school

The date for conditional approval is set by the Decision Maker, but can be extended before the expiry date if the proposer, i.e. LA, requests this modification. If the condition is not met by the specified date, the proposal must be considered afresh by the Decision Maker.

If the proposals are not decided within 2 months, the proposal must be passed to the Schools Adjudicator with one week of the end of the 2 month period.

## **Who can appeal against an LA decision?**

Where objections have been received, the following bodies may appeal against the LA Decision Maker's decision in relation to primary schools:

- The Anglican Diocese of Chester
- The Bishop of the Catholic Diocese of Shrewsbury
- *The governing body/trustees of a Foundation or Voluntary school that is proposed for closure.*

## **What happens if an appeal is made?**

Appeals must be submitted to the LA within 4 weeks of the notification of the LA's decision. The LA then sends the proposal to the Schools Adjudicator within 1 week of receipt of the appeal. This includes any related proposals.

## **What factors are taken into account by Decision Makers?**

These are the factors that must be examined:

- Will the proposal raise local standards of provision, and lead to improved attainment for children and young people? Are attainment gaps likely to be narrowed?
- Will SEN provision be improved, including wider school activities? Transport, funding, staffing and placement arrangements must be clearly stated.
- For schools causing concern, a proposal to close the school in order to amalgamate it with a more successful and/or popular school, should normally be approved if there is evidence that this will have a positive impact on standards.
- Proposals to close schools causing concern should be approved, subject only to checking that there will be sufficient accessible places of an acceptable standard available in the area to meet foreseeable demand and to accommodate the displaced pupils.
- Local diversity, the range of schools in the area, the impact on the aspirations of parents and whether the proposal will help raise local standards and narrow attainment gaps.
- Closure of schools with a religious character should not normally be approved where the proposal would result in a reduction in the proportion of denominational places in the area, unless the school concerned is severely under-subscribed, standards have been consistently low or where an infant and junior school (at least one of which has a religious character) are to be replaced by a new all-through primary school with the same religious character on the site of one on the predecessor schools.
- Will the proposal help children achieve the Every Child Matters principles? This includes extended services, personal development, and support for children and young people with particular needs.
- Is there sufficient capacity to accommodate displaced pupils taking into account likely future demand? The quality and popularity of schools with surplus places should be considered.

- Proposals to close schools with 25% or more unfilled places, and at least 30 surplus places, where standards are low for the Authority, should normally be approved. For all other proposals, standards, geographical, social and community use should be considered.
- Alternative sources of extended services
- The effects of any other changes to school provision in the area
- Accessibility planning, particularly for disadvantaged groups
- Proposals should not unreasonably extend journey times or increase transport costs, or result in too many children being unable to walk or cycle to school.
- Any sex, race or disability discrimination issues
- If the school currently includes early years provision, whether alternative provision will integrate pre-school education with childcare and other services for young children and their families, and whether educational standards and access for parents will be maintained or enhanced at alternative provision, which could be private, voluntary or independent.
- The Decision Maker should not simply take account of the numbers of people expressing a particular view when considering representations made on proposals. Instead the greatest weight should be given to representations from those stakeholders likely to be most directly affected by the proposals.

### **Nursery schools**

In deciding whether to approve any proposals to close a nursery school, the Decision Maker should be aware that nursery schools generally offer high quality provision, and have considerable potential as the basis for developing integrated services for young children and families. There should be a presumption against the closure of a nursery school unless the case for closure can demonstrate that:

- a. the LA is consistently funding numbers of empty places;
- b. full consideration has been given to developing the school into a Sure Start Children's Centre, and there are clear, justifiable grounds for not doing so, for example: unsuitable accommodation, poor quality provision and low demand for places;
- c. plans to develop alternative provision clearly demonstrate that it will be at least as equal in terms of the quantity and quality of early years provision provided by the nursery school with no loss of expertise and specialism; and that
- d. replacement provision is more accessible and more convenient for local parents.

### **What decisions can be made?**

The Decision Maker can decide to reject, approve, approve with a modification (such as the closure date) or conditionally approve (see above). A reason for the decision must be given.

### **What if the proposal needs to be withdrawn?**

As long as the decision has not been made, the proposal can be withdrawn in writing by the proposer.

**What if the proposal needs to be modified after the decision has been made?**

The proposer must apply to the Decision Maker for a simple modification, such as a change to the date of implementation.

More complicated changes which substantially change the nature of the proposal would require a revocation notice, followed by fresh proposals which then follow the statutory process.

Approval of a revocation notice would only be given by the Decision Maker if circumstances have changed so substantially that implementation would be inappropriate, or if implementation of the original proposal would be unreasonably difficult.

#### **4B– Establishment of a new maintained school**

This would apply to the following option:

Amalgamation of Kingsway Primary and Riverside Primary to form a new school on an existing site.

#### **Establishing a new school**

Most new schools are now expected to be established by a “competition” where the LA invites proposals to establish the new school.

Alternatively, the LA must apply for consent from the Secretary of State to publish proposals for a new school without running a competition. This does not mean permission to establish a new school has been granted, and the proposal would be subject to the usual statutory process.

Other proposers can also apply for the Secretary of State’s consent to publish proposals for a new school without a competition.

#### **Competition**

A competition is now required when the LA wishes to establish a new school.

- The LA must invite proposals from potential providers
- The LA can publish their own proposal as part of the competition

#### **Are there exemptions to a competition?**

The following do not require a competition:

- A new Academy
- New 16 to 19 provision, mainstream or special
- A new Nursery School
- Transferring an existing school to a new site
- Rebuilding an existing school on its current site

#### **Who makes the decision?**

If the LA:

- Has entered its own proposal
- Is a member or has appointed a member of a proposed “Trust School”
- Appoints a charity trustee of the foundation of a proposed “Trust School”
- Exercises any voting rights or appoints a person with voting rights in the foundation of a proposed Trust school

Then the decision maker is the Schools Adjudicator, which would be likely to be the case if the amalgamation option went ahead in South Wallasey.

#### **Who can appeal the decision?**

If the LA is the Decision Maker, there is no provision to appeal the decision.

If the decision is not made within 2 months of the end of the representation period, the proposals must be referred to the Adjudicator.

The Adjudicator's decision is final.

### **The specification**

The LA decides the outline specification for the new school, including

- Number of places
- Age range including any early years provision
- Mixed or single sex
- Admission number
- Location, playing field provision and transport links
- Opening date
- Estimated capital costs and funding sources
- Provision for pupils with SEN
- The area and community to be served
- Extended services or other community use
- Preferred specialism (secondary)
- Arrangements for transport and sustainable transport alternatives.

### **Capital funding**

Regardless of the proposer who wins the competition, the LA must provide the total capital funding to invest in the new school, unless the proposer offers funding towards the project.

The Primary Capital Strategy for Wirral was approved by Cabinet and by the DFE in 2008. The first two years funding have been allocated mainly to projects arising from Phase 3 of the Primary Places Review - replacing the building of Park Primary School, and building a new primary school in Pensby. Although the Primary Capital Programme is no longer in place, this sets a precedent, and a new primary school building in South Wallasey could be considered as a priority for future expenditure.

If a new Voluntary Aided school wins the competition, the governing body are responsible for funding 10% of capital costs.

### **Sites**

The LA must identify the proposed site, although proposers may put forward proposals to establish the school on a different site.

If the approved proposal is for a new Foundation, Trust, or Voluntary Controlled school, the LA must provide the school site and convey their interest to the governing body or Trustees. For Aided schools, the LA must provide playing fields, and may choose to assist the proposer with the site, although the onus is on the provider.

The use of existing buildings should be considered on value for money considerations.

### **New housing**

A Section 106 agreement can sometimes be negotiated where the developer bears all or part of the costs of a new school. A competition must still be run, and the winner has input into the design and specification of the school.

### **What are the stages of competition?**

- 1 Consultation, including on any linked closures – recommended minimum of 6 weeks, no upper limit, including at least one public meeting. Followed by: Invitation to bid (notice published)
- 2 Proposer engagement and submission of proposals – minimum of four months from invitation to bid
- 3 Publication of proposals (notice published) and promotion of public awareness – within 3 weeks of the expiry date for submitting proposals. Any linked closure proposals would be published at the same time.
- 4 Representations – 6 weeks, with a public meeting within the first 2 weeks
- 5 Decision – within 2 months of end of representation period (LA) or whenever (Adjudicator)
- 6 Implementation – as specified in the proposal notice

### **Does this mean we would need to consult again?**

Probably. The statutory consultation needs to cover the **specific location** and specification of the new school, which has not been the case in the recent consultation. Preliminary consultation to consider a range of options, and/or principles, for a possible reorganisation, is not regarded as the statutory period of consultation.

### **Advertising for proposers**

The DFE appoints mandatory consultants to market the competition, place adverts and act as a first point of contact. When potential proposers have been identified, the consultants will hold a seminar to provide advice to proposers.

The LA has the opportunity to attend the seminar and to take part in the question and answer sessions.

### **How does the LA submit a proposal for a community school?**

Wirral has an APA rating of 3. Consequently, after the invitation to bid, the LA must apply to the Secretary of State for permission to submit a proposal for a community school within the competition.

### **Would consent be given?**

Each application would be considered on its merits. Guidance indicates that consent may be given in the following circumstances:

- There is a higher than average number of Academies, voluntary or foundation schools and there are few or no schools in special measures within the authority;
- There is a clear case that a community school would build on existing diversity in the area. Diversity includes specialisms as well as ethos.

The following factors will be considered by the Secretary of State in considering applications for consent:

- The diversity (including distinct character and ethos) of provision within the area
- The views of interested parties e.g. parents and the local community;
- Whether the proposals will contribute to raising standards: taking into consideration performance across the LA and local schools;
- The range of curricular specialisms to be offered by the proposed community school and within the authority.
- Whether the core offer of extended services will be provided and if there will be a varied menu of interesting activities.

### **In what circumstances can a school be established without a competition?**

The amalgamation option in South Wallasey does not fall into any of the exempt categories.

Consequently, permission not to hold a competition must be sought from the Secretary of State.

### **When will the Secretary of State give consent to not hold a competition?**

Guidance indicates that consent might be given in the following circumstances:

- Straightforward amalgamations of infant and junior schools where a replacement primary school is proposed.
- Where there is to be a reorganisation of religious schools in the area, and schools with a particular religious character are to be replaced by schools with the same religious character
- Where an independent proposer proposes a new school to increase diversity in the area, rather than in response to an LA's need to reorganise.

The following factors will be considered by the Secretary of State in considering applications for consent in the case of new primary schools:

- The contribution the school would make to levels of local diversity i.e. including the range of categories, specialisms, size etc;
- The prospect of other proposer interest if a competition were run (this factor will apply in the case of applications from the LA only);
- Local standards i.e. the standards achieved by existing schools and the performance of the LA in delivering children's services (this factor will apply in the case of applications from the LA only);
- Urgency for the new school to be in place and the impact of the competition process; and
- Any views expressed by interested parties e.g. parents and the local community.



### **Who would be the Decision Maker if there is no competition?**

The decision would be made by the Adjudicator, since the new school proposal would likely include a bid from the LA to open either a community or a Foundation school.

### **4C – Extending the age range**

This applies to options B1 and B2. It could also apply to option A1, if a nursery class is to be established at Somerville Primary School.

### **Why is this subject to a proposal?**

Some changes to schools are called “prescribed alterations”. Extending the age range of a primary or infant school to incorporate a nursery class falls into this category.

### **Who is the decision maker?**

The general rules about proposals and objections to decisions apply. In this case, the proposal would be “linked” to A1, B1 or B2, and therefore the proposal would be decided as a bundle by the LA decision maker.

## **4D- Commentary on the South Wallasey options**

### **Closure proposals**

Options A1, B1 or B2 would be ultimately decided by the LA Decision Maker. If necessary, conditional approval can be given in relation to events at other schools, such as gaining planning permission approval.

Referral to the Adjudicator on a closure decision on options A1, B1 or B2 can only be made on appeal by the two Diocesan Authorities, should they choose to do so.

Options A2 and A3 would be linked to the establishment of a new school, and as such the final decision on closure would rest with the Adjudicator (unless another provider publishes the proposal).

### **New school proposals** (Options A2 and A3)

#### *Without a competition*

In this case, the LA would apply to the Secretary of State for consent to publish proposals without a competition.

The linked proposals to close existing schools and open a new school would then follow the usual processes and all three would ultimately be decided by the Schools Adjudicator.

#### *With a competition*

If consent to establish without a competition is denied and a competition must be held, the LA would need to consult once again on the amalgamation option.

The LA could then apply for consent from the Secretary of State to enter a proposal for a community school into the competition. If this consent is not received, the LA can still enter a proposal to establish a new Foundation school into the competition.

Either with or without a competition, the decision maker would be the Adjudicator. If the new school is a Foundation school, the site and buildings would be conveyed to

the Foundation governors or Trustees, while any capital costs would still be met by the LA.

### **Prescribed Alterations**

Extending the age range at Somerville Primary School would be linked to options B1 or B2.

It could also be linked to option A1, if the decision is that the F1 class at Kingsway should be replaced by an F1 class elsewhere.

## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>TENDER REPORT FOR CONSTRUCTION OF THE NEW CO-LOCATED PENSBY PRIMARY AND STANLEY SCHOOLS</b>
<b>WARD/S AFFECTED:</b>	<b>PENSBY AND THINGWALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR SHEILA CLARKE MBE</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to update and advise Cabinet Members of tenders received for the construction of a new Pensby Primary School and Stanley School, which will be co-located on the existing Pensby Primary School site, and to seek approval of the most economically advantageous tender.
- 1.2 The proposed development will promote the Council's Corporate Priority by raising overall educational attainment, reducing the Council's carbon footprint and improving the use of Cabinet's land and assets.
- 1.3 Cabinet is asked to accept the most economically advantageous tender submitted by Wates Construction.
- 1.4 Appendix B to this report summarises the evaluation of the submitted tenders. It is not for publication because it contains commercially sensitive information relating to the submissions of the individual bidders.

#### 2.0 RECOMMENDATION/S

- 2.1 That the most economically advantageous tender submitted by Wates Construction be accepted as preferred bidder, subject to the Contractor developing a satisfactory Health & Safety Plan, the development of an acceptable target cost and the completion of contract documentation.

#### 3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The proposed development implements a key element of the Council's Primary Strategy for Change as approved by Cabinet at its meeting of 22 May 2008 (minute 19 refers).

- 3.2 The developments forms part of the Council's contribution to national DfE Primary Capital Investment Programme for which approval has been received from the DfE.

#### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 Following a consultation period in 2006, the DfE announced details of the National Primary Strategy for Change Programme in December 2007. This initiative formed the mechanism for major capital investment in primary schools.
- 4.2 Cabinet confirmed the principles of Primary Strategy for Change at its meeting of 22 May 2008 (minute 19 refers).
- 4.3 On 23 April 2009 Cabinet gave approval, in principle, to the replacement of both Stanley and Elleray Park Special schools on new sites, each located with a mainstream primary school (minute 468 refers).
- 4.4 This approval was further developed by Cabinet on 26 November 2009 giving the approval for formal consultation to take place on the proposal to co-locate Stanley Special School on the new Pensby Primary site (minute 194 refers).
- 4.5 Following the report of 26 November a number of formal public consultations were undertaken, details of which were reported to Cabinet on 18 March 2010 (minute 338 refers). Generally, the response to the proposed development was positive; many respondents cited the benefits that will be accrued by both the pupils in Pensby Primary and Stanley School as being their reason for supporting the scheme.
- 4.6 A Scheme and Estimate report was submitted to Cabinet on 23 September 2010 and duly approved (minute 139 refers)
- 4.7 The proposed single-storey scheme replaces the existing Pensby Primary School building on the same site and the Stanley School building presently located in Thingwall. The new building consists of three elements: the new primary school, the special school and a central hub containing shared facilities. The building is to be located on the existing Pensby Primary School site.
- 4.8 The scheme will be built in two phases - Phase 1 will consist of Pensby Primary School and part of the central hub containing school hall, plant rooms, kitchen, and dining and staff facilities. This phase will be constructed between February and December 2011. Phase 2 will consist of Stanley Special School and the remaining part of the central hub containing sports hall, swimming pool, hydrotherapy pool and further staff resource rooms. This phase will be built between April 2012 and March 2013 following the demolition of the existing Pensby Infant School early in 2012.
- 4.9 The style of architecture will be contemporary and predominantly of masonry construction. Maximum use of daylight and ventilation has determined the layout and profile of the building. The facility will provide a good quality learning and working environment for all users, with attractive support and personal spaces to encourage well-being, self-esteem and a sense of ownership. The

building also includes the development of outdoor learning areas to all classrooms and sensory awareness to consider the impact of a Schools environment on children's sensory experience.

- 4.10 The work will include all necessary finishes, fitted furniture, heating, lighting, power, fire and intruder alarms. State of the art facilities for disabled pupils including sensory rooms, hydrotherapy and physiotherapy facilities and hygiene facilities will be provided. The space will also permit specialist therapies to be delivered on site. Overhead lifts and ceiling tracks will be tailored to meet the school's needs.
- 4.11 External provision will include hard and soft landscaping; play area and multi-use games area; external dining area; covered outdoor learning areas; sensory gardens; service yard and car park.
- 4.12 The scheme is illustrated in Appendix A

## **5.0 RELEVANT RISKS**

- 5.1 In order to comply with Planning Regulations, there was a requirement to consult with Sport England in respect of the proposed building and external areas. Initial contact with Sport England had raised some concerns with the overall footprint of the building and reduction of playing field. This issue has been resolved with the off set of land released following the demolition of the present Stanley School being classified as playing fields. This land will become part of the neighbouring Thingwall Primary School.
- 5.2 Security of funding has been a concern with major capital programmes over the past few months, at this point in time there have been no indications from Partnerships for Schools that Primary Capital Programme funding is being withdrawn. Other Wirral schemes in this programme have either been completed or are approaching completion by the end of the year.
- 5.3 Neighbourhood consultation has not resulted in any major concerns being raised at this stage of the scheme development.
- 5.4 A full risk management exercise has been undertaken for this project with design team members and the Council's risk management section owing to the complexity of the project and financial resources involved. This will be developed with the preferred bidder as a detailed risk register containing all critical project risks and monitored on a regular basis by the project team.
- 5.5 The proposed form of contract will be the New Engineering Contract, NEC Option C, incorporating a negotiated target cost. This is a nationally recognised standard form of contract widely used on major building and other construction projects. Based on a partnering philosophy, this is the preferred contract for schemes procured through the North West Construction Hub (NWCH). The contract will involve a negotiated target cost being developed in collaboration with the contractor prior to contract award. A principle of the NEC Option C form of contract is that there will be a pain/gain mechanism whereby the contractor can claim a limited bonus for completing the works under the target cost. However, the contract will incorporate a guaranteed maximum price which

will be set within the available budget and hence will help manage financial risks appropriately.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Options were considered at the early stages of the projects – see Cabinet reports referred to in section 4 - Cabinet of 22 May 2008 (minute 194), Cabinet 23 April 2009 (minute 468), Cabinet of 18 March 2009 (minute 338).

## **7.0 CONSULTATION**

- 7.1 The detailed design has been developed in consultation with a range of stakeholders including staff, pupils, parents and Council officers and this will continue throughout the design development, target cost preparation and construction process.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The new schools will offer a number of facilities to the local community and specialist groups of which the details are still to be developed. These will include the assembly hall, sports hall, hydrotherapy pool and swimming pool and associated change rooms. Externally, the junior football pitch and the all-weather multi-use games area will be available to public use outside school hours subject to the conditions of the planning approval.

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

- 9.1 The Design Consultancy Unit within the Department of Law, HR and Asset Management will provide all Professional Services with the exception of landscape design, which will be undertaken by the Council's framework consultants, Halsall Lloyd Partnership.
- 9.2 The Director of Technical Services in accordance with the Construction (Design and Management) Regulations will carry out the role of CDM Coordinator.
- 9.3 It is anticipated that there will be an increase in fuel revenue costs as a result of this scheme as the new building will be considerably bigger than the present primary and special school due to Building Bulletin 102 requirements (BB102). However, this will be minimised with the provision of a more energy efficient building which will be built to a higher standard than the current regulations require. The Energy Conservation Unit within the Department of Law, Human Resources and Asset Management will closely monitor costs.
- 9.4 There are no staffing implications with the proposals as staff will be transferred from the existing schools.
- 9.5 As the value of the contract exceeds the relevant threshold under European regulatory regime for "works," the procurement route was via the newly implemented Northwest Construction Hub (NWCH), administered through Manchester City Council with support from the North West Improvement and

Efficiency Programme (NWIEP) and the Centre for Construction Innovation (CCI).

- 9.6 The proposal is to accept the most economically advantageous tender received by the Authority using a cost/quality evaluation model. This model was lodged with the Council's procurement team in the Finance Department prior to receipt of tenders and included a 30% Price 70% Quality evaluation.
- 9.7 The high value list of the NWCH Framework was selected as the most appropriate tender list on advice received from both NWCH and the Council's Corporate Procurement team. The list comprises 5 large building contractors, all of whom have satisfied comprehensive pre-qualification criteria on quality assessment to gain selection to the framework. Two of the five contractors declined to tender for the scheme. The contractors have already tendered overhead and profit percentages, which remain fixed for schemes awarded under the framework.
- 9.8 Tender submissions were received on 21 December 2010 and interviews were held with all three tenderers on 10 January 2011. As a result of the selection process it is recommended that Wates Construction be appointed as the preferred bidder, to develop the target cost and proceed to contract with the Council. Details of the selection process and relevant scoring of tenderers is included at Appendix B (exempt item).
- 9.9 Guaranteed maximum price to be agreed within the available budget

- Guaranteed maximum price for construction
- Departmental Charges at 13.5% including:
  - Professional Fees
  - Clerk of Works Salary
  - CDM Coordinator
  - Planning and building regulation fees
  - Landscape design
- ICT Costs (infrastructure and hardware)
- Furniture fittings and Equipment.

Total	<b><u>£12,500,000.00</u></b>
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- 9.10 The scheme will be funded from the following:

- |                                     |               |
|-------------------------------------|---------------|
| • Primary Capital Programme         | £6,000,000.00 |
| • Targeted capital fund (SEN/14-19) | £6,500,000.00 |

Total	<b><u>£12,500,000.00</u></b>
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- 9.11 Provision has been made within the contract for Targeted Recruitment and Training (TRT) so that Wirral Council can continue the policy of developing a Construction Employment Integrator (CEI).

## **10.0 LEGAL IMPLICATIONS**

10.1 There are no specific legal implications associated with this report. The Legal and Member Services Section within the Department of Law, Human Resources and Asset Management will arrange the contract with Wates Construction.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are no specific implications in this report for equal opportunities, including women, ethnic minorities or the elderly. Access will be provided for children and adults with disabilities to all areas of this building. The new building will also comply with current recommendations on design for the deaf and partially sighted. An Equality Impact Assessment has been carried out for this project and there are no negative impacts identified for any specific groups.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 The new building will be designed to be efficient and economic to operate and maintain. It is intended that the building will use, as far as is economically possible, ecologically responsible materials to create a pupil-orientated environment in accordance with DfE recommendations and guidance. The scheme will achieve a 60% reduction in carbon emissions when compared with 2002 approved levels and achieve a BREEAM (Building Research Establishment Environment Assessment Method) rating of "very good". The design follows the principles of the Council's Green Specification as approved by Cabinet on 25 November 2010 (minute 226) and will incorporate rainwater harvesting, attenuated drainage system and a sedum moss roof. The provision of photovoltaic power generation will be incorporated subject to budget availability.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 Planning permission was granted for the phase 1 works on 4 January 2011. The application for phase 2 will be submitted for approval in March 2011. Extensive consultation has taken place with Planning Control regarding the development

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## **APPENDICES**

Appendix A Illustrations of proposed development

Appendix B **Exempt** -Tenderers' evaluation scores

## **REFERENCE MATERIAL**

The information used in the preparation of this report was obtained in consultation with the Children and Young Peoples Department and with reference to their bidding documents. No other background papers have been used in the preparation of this



report with the exception of the Architects files B02365 and B02366 and the Quantity Surveyor's working papers.

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Cabinet confirmed the principles of Primary Strategy for Change (minute 19 refers).	22 May 2008
Cabinet approval, in principle, to the replacement of both Stanley and Elleray Park Special schools on new sites, each located with a mainstream primary school (minute 468 refers).	23 April 2009
Cabinet approval for formal consultation to take place on the proposal to co-locate Stanley Special School on the new Pensby Primary site (minute 194 refers).	26 November 2009
Cabinet report on the results of the formal public consultation (minute 338 refers).	18 March 2010
Cabinet approved the Scheme and Estimate report for the proposed development (minute 139 refers).	23 September 2010

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## Appendix A Illustrations of Proposed Development



View of Pensby Primary entrance with central hub to the right



View of central court



View of site showing playing field

CO- LOCATION OF PENSBY PRIMARY AND STANLEY SCHOOLS

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## WIRRAL COUNCIL CABINET

3<sup>RD</sup> FEBRUARY 2011

<b>SUBJECT:</b>	<b>EARLY INTERVENTION GRANT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>INTERIM DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR SHEILA CLARKE</b>
<b>KEY DECISION?</b>	<b>YES</b>

### 1.0 EXECUTIVE SUMMARY

1.1 This report provides an update on the range of activities currently commissioned by the Children's Trust through external funding grants to be replaced by the Early Intervention Grant (EIG) from 2011-12. The range of activities in 2010-11 included:

- Parenting, Behaviour and Family Support, Teenage Pregnancy, Substance Misuse, Positive Activities for Young People, Sure Start and Aiming High for Disabled Children and Families.

It should be noted that the Early Intervention Grant will be expected to cover other activities such as payment for Wirral's element of the pan Merseyside Connexions Contract. The report includes proposals for the priorities to underpin the next round of commissioning and offers options for the length of the contracts and suggests a time line for the process. The proposals are:

1. In line with the Council's priorities as listed in the Cabinet Resolution at its meeting on 9<sup>th</sup> December which recommended that provision should focus on early intervention supporting vulnerable children.
2. Promoting greater involvement by the voluntary and community sector and also in
3. Producing efficiencies in service provision.

### 2.0 RECOMMENDATION/S

2.1 The Cabinet is asked to approve

1. The priorities underpinning the commissioning of the early Intervention Grant to be as follows:
  - Sure Start
  - Parenting, Behaviour and Family Support
  - Services for Disabled Children
2. The commissioning Time line (Appendix One) as attached.
3. Twelve months as the agreed contract period for commissioning in round one.
4. The Cabinet are also asked to agree that the Children's Trust Executive oversee and agree service specification and be accountable for the time line.

### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 For Cabinet to approve the commissioning process.

### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 The use of commissioning as a tool to identify the most appropriate providers of both targeted and universal services is growing across the public sector. Commissioning not only identifies providers but can also be used to underpin change management in respect of improving performance in Service Providers and also by involving service users in the decision making process. Over the last few years there has been an increase in commissioning as the means of identifying new providers to deliver services.
- 4.2 On 31 March 2011, the specific funding of the programmes outlined in paragraph one of this report will cease. In the 2011-12 budget statement the government announced the launch of the Early Intervention Grant (EIG). Funding for this will run from 2011 until 2015. The guidance from the Department for Education indicates that the EIG will be allocated to cover the following:
  - Sure Start Children's' Centres
  - Free early education places for disadvantaged two-year-olds
  - Short breaks for disabled children
  - Targeted support for vulnerable young people
  - Targeted mental health in schools
  - Targeted support for families with multiple problems.

The government also announced that while the EIG will fund these programmes the grant is not ring fenced and local decision making would determine priorities and commissioning requirements.

A number of providers in both the voluntary and statutory sector are currently commissioned. The Council has signed a Compact with the Voluntary Sector agreeing that commissioning, taking account of cabinet and Committee

deadlines, will not take less than six months. Clearly commissioning would not be completed in time to enable contracts to be awarded by 31 March 2011. To ensure continuity of service provision, the Council has agreed to roll over the grants to voluntary and community organisations for an additional three months until 30 June 2011. With regard to the statutory sector, a number of their programmes, previously covered by the ABG, have been included in the main budget for 2011-12.

- 4.3 The Early Intervention Grant will, subject to agreement by the Council, fund a number of priority areas. The implications of the grant settlement are reported elsewhere on this agenda by the Department of Finance. The allocation for the EIG for 2011-12 is £15.1 million. In addition, the range of interventions required will mean that commissioning will have to be very specific in its requirements and required outcomes. In some instances it will be units of specific interventions that will be commissioned as opposed to whole services. With this as the context for commissioning for 2011-12, commissioners have been meeting with strategic leads, colleagues from Health and the Voluntary and Community Sector with the intention to scoping the issues to be addressed in the commissioning process.

### **Early Identification of Priorities**

- 4.4 It is essential that priorities are identified following analysis of evidence. Within Wirral there is more intelligence and data to support decision making than has previously been available. Returns from the Common Assessment Framework (CAF) and ASSET, the Youth Offending Service Evaluation tool kit and returns from internal monitoring are providing detailed information which is informing priority setting. (Please see Appendix two). Commissioning should meet priorities and priorities should underpin themes. Following consideration of the intelligence available, commissioning themes to act as a framework for commissioning priorities are suggested as follows:

- Parenting and Compromised Parenting (Sure Start)
- Children and Young People with Disabilities
- Behaviour in Children, Young People and Families.

- 4.5 In returns from both CAF and ASSET assessments show that the localities most in need run through Birkenhead, Tranmere, Rock Ferry, Liscard and Seacombe. In terms of gender White British Boys make up the biggest number of the CAF cohort. Behaviour, Parenting and Adult Mental Health were the main triggers that led to the use of CAFs. The evidence from ASSET suggests that it is generally more white British Boys involved with the YOS. Both sources of evidence point to behaviour as the main causes of concern with parenting support being offered following both assessments

As part of its approach to identifying its priorities, Wirral Council embarked on a corporate consultation "Wirral's Future be part of it". This has led to the development of priorities for all Council Departments. With regard to the Children and Young People's Department, these have been identified as follows:

- Exploring increased delivery of services by the Voluntary Community and Faith Sector.
- Scrutinising the operation of Children's Centres for Best Value

These priorities can be met within the commissioning process and the themes as outlined in 4.4.

- 4.6 These priorities provide a framework within which services can be commissioned and are complementary to the Council Priorities. In addition, these priorities also allow for a co-ordinated planned response to key issues arising from the programmes listed in 3.1 and which contribute to the issues identified from the CAF and ASSET analysis.
- 4.7 There is a requirement for Wirral Council to keep to its Compact with the Voluntary Sector and informal conversations with representatives from the Voluntary Sector to date, indicate that agreed timescales should be retained. With this in mind, the Timeline (Appendix One) is attached for approval.
- 4.8 This timeline takes account of the need to report to Cabinet and also to allow preparation time for Pre-qualifying Questionnaires and method Statements thereby meeting Compact requirements. In addition to this as the amount available for commissioning £15.1 Officers from CYPD will liaise with colleagues in central procurement to ensure all external commissioning requirements are clarified and met.
- 4.9 As part of the response to the corporate consultation, the Council agreed to scrutinise Children's Centres as part of a Children's Centre Strategy Review which is currently being carried out. This could result in a decision to commission new providers of services. In line with any commissioning of new providers there might also be the opportunity to revise delivery models to produce efficiencies and future savings. To achieve such an outcome it would be necessary to commission on a joined up basis to maximise the opportunity to make improvements.
- 4.10 In looking to commission services from 2011-15, there are two options outlined below.
- 4.11 Option One - Commission for twelve months with the option to extend contracts as necessary if arrangements are not in place to start the second round of commissioning. The second round of commissioning would be for a period of at most 33 months subject to any contract extension. This would ensure that any proposed changes to the operation of children's centres could be worked out and implemented. The risk with this approach is an initial twelve month contract would not be attractive to some providers given the risk that they might not be re-commissioned. This would in effect be working against one of the principles of commissioning which is to stimulate the market. However, the possibility of a second contract for 33 months is more attractive to providers in respect of sustainability.
- 4.12 Option Two - Commission for 21 months and then for twenty four months. This would provide a contract that would be more attractive to providers and



possibly encourage more organisations to bid. The risk with this approach is that any necessary operational changes would be completed ahead of 21 months leaving in place arrangements not in line with policy and not matched to priorities.

- 4.13 A key requirement from this commissioning is for services to be delivered more effectively to produce better outcomes for both service users and the commissioning authority. Therefore the second round of commissioning will be required to ensure that all priorities are addressed; provision is complementary and seamless; and effective in meeting improvement targets. Option One allows for necessary changes to take place and enables commissioning to progress if necessary in house changes have been made.

## **5.0 RELEVANT RISKS**

- 5.1 The risks in not proceeding to identify the most appropriate service provider could result in the council funding provision that is not in line with new policy initiatives.
- 5.2 Current operating procedures within existing services may be inappropriate and if not challenged by the process of review inherent in commissioning could have a negative impact on desired outcomes for service users.
- 5.3 The Council could be at risk of losing money if existing commissioned services are not challenged with a view to reducing costs or improving outcomes.
- 5.4 Opportunities for the greater involvement of the Voluntary, Community and Faith Sector in service delivery will be lost if opportunities to commission services are not actioned.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Another option considered is to continue with existing arrangements. This is not to be recommended for, although it would enable providers to plan for service delivery, what is being offered might not be in line with emerging demands. Continuing with the current arrangements would leave the Council open to challenge with respect to permanently rolling over contracts without providing other organisations with the opportunity to apply.

## **7.0 CONSULTATION**

- 7.1 Representatives from the Voluntary Community and Faith Sector, representatives from the Primary Care Trust, Public Health and colleagues from the Children and Young People's Department were consulted in various meetings during November and December. Information from the public consultation has contributed to the development of priorities contained within the report.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 This report outlines options for approaches for commissioning of the Early Intervention Grant and underpinning this is the drive to open the market to other providers and develop new ways of working.

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

- 9.1 There is an annual budget of 15.1 million pounds available from the Early Intervention Grant. Staffing requirements to oversee the commissioning will be met from within existing resources.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 Given the value of some of the contracts, advice will be sought from the central procurement unit in respect of the Official Journal of the European Union (OJEU) regulations. Timelines will be Compact compliant.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 The Early Intervention Grant seeks to address issues of vulnerability and social exclusion. There are no equalities issues.

- 11.2 Equality Impact Assessment (EIA)

- |                                       |            |
|---------------------------------------|------------|
| (a) Is an EIA required?               | Yes        |
| (b) If 'yes', has one been completed? | 10-01-2011 |

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 None.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1 None.

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## **APPENDICES**

**Appendix Needs Analysis CAF/ YOS (attached)**

**Timeline for commissioning (attached)**

## **REFERENCE MATERIAL**

*Early Intervention Grant Guidance – Department of Education*

*Wirral Have Your Say (consultation returns)*

*Cabinet Motion (Cabinet 9<sup>th</sup> December 2010)*

**SUBJECT HISTORY (last 3 years)**

Council Meeting	Date

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**DRAFT TIMETABLE 2**
**Contract Details**

<b>Contract Title:</b>	CYPD Commissioning Contract
<b>Annual Value:</b>	Above £156k
<b>Procurement Process:</b>	OJEU – Restricted Without PIN
<b>Contract Duration:</b>	TBC
<b>Period of Contract:</b>	TBC

It is mandatory that for purchases over £10,000 in total value, all tenders and 'requests for quotation' must be channelled through Corporate Procurement to be posted through the approved e-tendering and sourcing portal – 'The Chest'.

**Procurement Timetable (Above OJEU Threshold – Restricted Procedure)**

	<b>Task</b>	<b>Complete by</b>	<b>Action</b>
1	Completion of the PQQ, ready to send, With particular reference to the Technical Section which should mirror the final tender evaluation. A compliance schedule is useful for evaluation purposes.	1 <sup>st</sup> February 2011	Commissioning Managers (CM), Alison Abraham (AA) Corporate Procurement (CP)
2	Issue of OJEU Notice and PQQ – Restrictive Procedure, Corporate Procurement will upload the OJEU Contract Notice and PQQ onto the approved e-tendering and sourcing portal – 'The Chest'. Suppliers will be able to download blank PQQs from 'The Chest'.	4 <sup>th</sup> February 2011	CP
3	Supplier Workshop, Face-to-face discussion with potential tenderers to clarify tender document particulars and process.	14 <sup>th</sup> February 2011	CM, AA, CP
4	Develop Tender Documentation, scoring matrix and evaluation criteria Including additional specification if required, pricing schedule, scoring matrix to include price & quality). Outline plans for contract monitoring, state Performance Indicators if appropriate. More contract specific – relate to each aspect of the specification	Now – March 2011	CM, AA, CP
5	Return Date for Completed PQQ and submission of support information (minimum 30 days) PQQs will be returned to 'The Chest' Do not ask for supplementary documentation unless necessary.	8 <sup>th</sup> March 2011	CP
6	Evaluation of PQQ Selection Criteria and support criteria including financial searches. Shortlist suppliers who meet selection criteria and issue with tender documents See Evaluation matrix and standard evaluation criteria in guidance. Can give more 'weight' to more important criteria for eg Technical.	9th March - 18 <sup>th</sup> March 2011 (8 working days)	CM, AA
7	Issue of Tender Documents (40 days) Issue shortlisted suppliers with tender documents. Tender documents will be returned to 'The Chest'.	21 <sup>st</sup> March 2011	CP
8	Issue of Reference Questionnaires to Short List. To nominated referees	If required ?	CP
9	Return of Reference Questionnaires Allow at least 2 weeks to respond Attach completed questionnaires to 'The Chest'	If required ?	CP
10	Return of Tender Documents Law, HR and Asset Management will arrange for opening of submitted tender documents from 'The Chest'.	3 <sup>rd</sup> May 2011	Legal/CP
11	Tender Evaluation Use evaluation matrix and award criteria (with weightings) to score providers	4 <sup>th</sup> May – 17 <sup>th</sup> May 2011 (10 working days, before interview/presentation)	CM, AA, CP

12	<b>Designated Days for Presentations/ Interviews.</b> If required site visits and presentations scheduled for specific dates. All key personnel to be made available.	18 <sup>th</sup> and 19 <sup>th</sup> May 2011	CM, AA
13	<b>Final Analysis – Tender Evaluation</b> After Presentation/Interview final period to possibly amend scores and decide on final awards	20 <sup>th</sup> May – 25 <sup>th</sup> May 2011	CM, AA
14	<b>Final Analysis – cabinet report</b> Preparation and posting of report to Cabinet <b>Must sit on server 3 weeks prior to Cabinet</b> If total contract value is over £500k Cabinet must approve the decision before award letters are issued (letters subject to Alcatel) If total contract value is under £500k, award letters can be issued before Cabinet and subject to Cabinet approval and Alcatel	26 <sup>th</sup> May 2011	CM, AA
15	<b>Award of Contract</b> Subject to Cabinet approval Clarify Terms and Conditions with Colin Hughes (unless they accept our own). Borough Solicitor to draw up contract. Need to issue successful / unsuccessful letters.	27 <sup>th</sup> June 2011	CM, AA, CP
16	<b>Alcatel Ruling, 10 Day stand still</b> Cool Off Period	28 <sup>th</sup> June – 7 <sup>th</sup> July 2011	CP
17	<b>Award Notice to OJEU</b> Please advise Corporate Procurement of contract award details OJEU AWARD Notice will be placed through 'The Chest'	8 <sup>th</sup> June 2011	CP
18	<b>Hand Over Period</b> – if required	TBC	
19	<b>Contract Start</b> Or a date as soon after evaluation and award as approved by Cabinet/Governors	TBC	

## **Future Commissioning Needs Assessment      Needs Identified by CAF/TAC Process and YOS (v3)**

### **Introduction**

This report is a summary of relevant findings from the CAF Activity reports produced between May and November 2010 and a recent audit of 154 CAFs produced in the same period. The presented data reveals the patterns of demand across the area teams and details identified needs and the agencies requested through the CAF and TAC (Team Around the Child) process. Also presented is a summary of youth offending activity for one year (April 2009 – March 2010) reported by the Youth Offending Service (YOS). The report also includes general population and specific deprivation data for comparison from the 2008 JSNA and the Office for National Statistics (ONS).

The report is divided into four parts:

- Information from CAF data collected between May and November 2010;
- Findings from a CAF audit completed between May and November 2010;
- Information from the Youth Offending Service (YOS) ASSET Assessment collected between April 2009 and March 2010;
- Observations and Suggested Priorities.

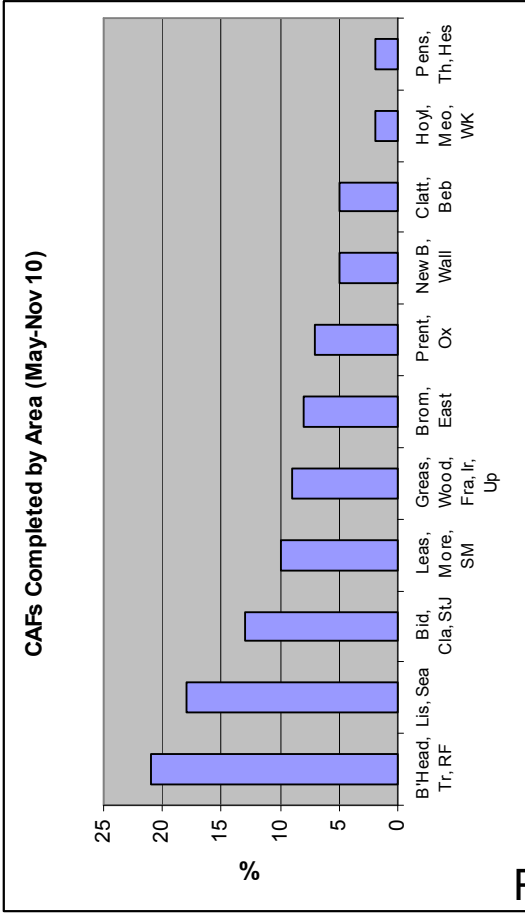
### **1. Information from CAF Data**

CAF data is submitted on a monthly basis to the CAF Quality Assurance Manager from the area teams. The 11 multi agency area teams are located throughout Wirral based on the 2004 Ward boundaries. Each area team is responsible for monitoring all the CAF and TAC activity for agencies in their area.

### **Summary of CAF findings:**

- Birkenhead/Tranmere/Rock Ferry (21%) and Liscard/Seacombe (18%) areas produced the most CAFs
- Primary (21%) and Secondary (20%) schools and health agencies (15%) author the most CAFs
- Most CAFs are completed on young people in the 5-10 age group (33%)
- 59% of CAFs are completed on boys; 41% on girls
- Where ethnicity is stated, 96% of C&YP describe themselves as white British
- 16% of CAFs are completed on C&YP with a disability
- Enjoy and Achieve (26%) reported as greatest need
- Behaviour (24%), Parenting (13%) and Health (10%) issues are the common triggers for a CAF
- Support from Family Support, School Nurses, Health Visitors and Parenting Programmes are most requested services from CAF.

**CAFs Completed by Area**



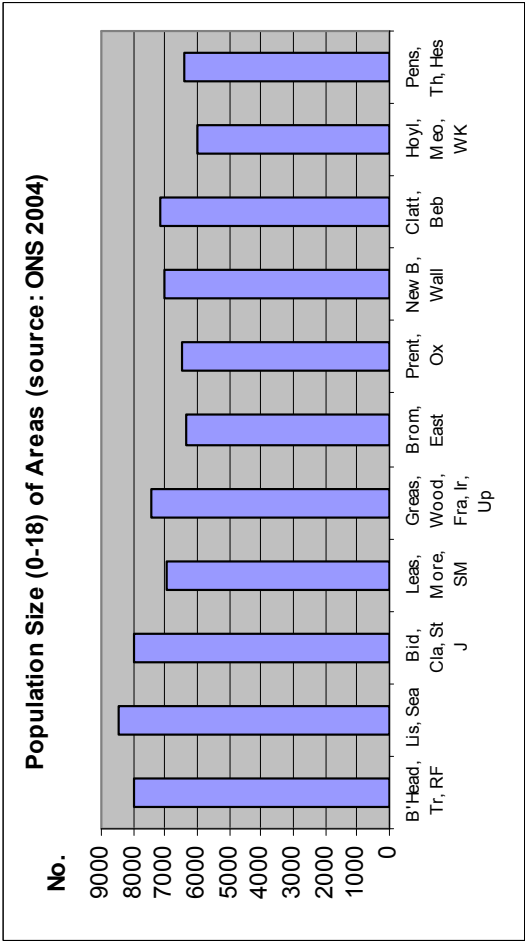
Graph 1 – CAFs Completed by Area Team (May- Nov 2010)

Graph 1 shows the number of CAFs completed in each area between May and November 2010. It clearly shows that the three greatest areas of need are Birkenhead/Tranmere/Rock Ferry (21%) Liscard/Seacombe (18%) and Bidston/Claughton/St James (13%). The data also shows need is at its lowest in West Wirral which accounts for less than 4% of CAF activity.

Graph 2 shows the comparative size of population (0-18) for each area. The graph reveals that the population size of each area is similar and does not reflect the pattern of need shown in the graph above. Data from both graphs has been used to show how many CAFs per '000 of the 0-18 population are produced by each area. The results are shown in the table below.

CAFs Completed (May - Nov 2010)			
Area	Completed CAFs %	CAFs per '000 (0-18 popn)	
Birkenhead, Tranmere, Rock Ferry	21	14	
Liscard and Seacombe	18	12	
Bidston, Claughton, St James	13	8	
Leasowe, Moreton, Saugh Mass	10	8	
Greasby, Woodchurch, Frankby, Irby, Upton	9	6	
Bromborough and Eastham	8	7	
Prenton and Oxtion	7	6	
New Brighton and Wallasey	5	4	
Clatterbridge and Bebington	5	4	

By comparing the 0-18 year olds population data for each area to the number of CAFs undertaken the number of CAFs completed can be calculated. This information is shown in the accompanying table. The information clearly shows that in the busiest areas more CAFs are completed per '000 children and young people rather than the busiest areas having a bigger population. This supports findings which suggest that need is greatest on an imaginary line between Liscard and Rock Ferry.



Graph 2 – Wirral Areas by Population (0-18) size

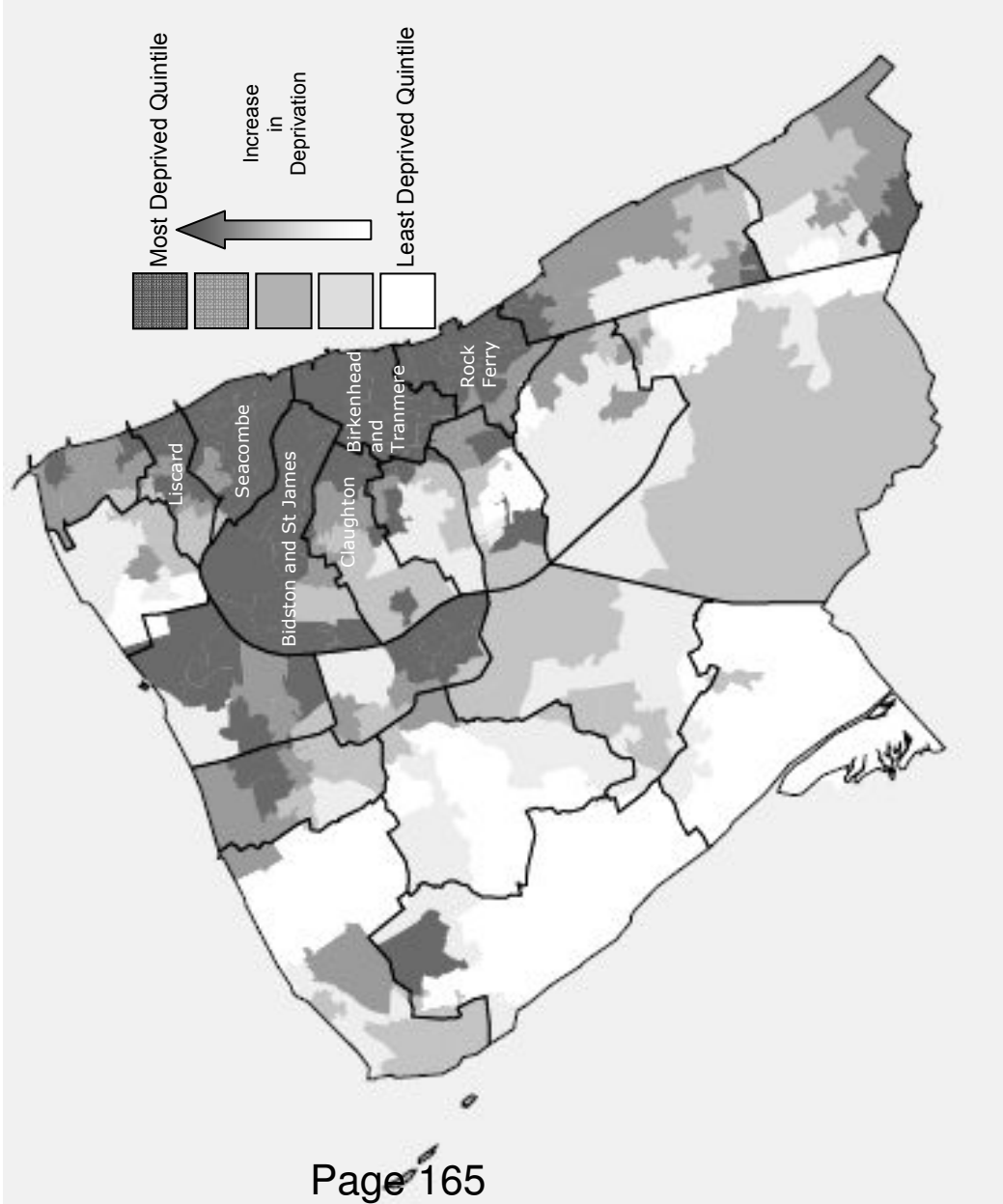


Hoylake, Meols, West Kirby, Thurst	2	1
Pensby, Heswall, Thingwall	2	2

Table 1 – CAFs Completed in each Area (per '000) 0-18 year olds

**Index of Multiple Deprivation (IMD) 2007**

The Index of Multiple Deprivation (IMD) 2007 is a combined measure of different indicators of poverty. It uses local data about income deprivation, employment deprivation, health deprivation and disability, education skills and training deprivation, barriers to housing and services, living environment deprivation, and crime to inform where a particular district sits in a rank order of deprivation. Wirral is the 60<sup>th</sup> most deprived of the 354 districts in the country and is in the bottom 20% nationally. Within Wirral however, local variations exist. Map 1 below illustrates how levels deprivation and affluence vary across Wirral.

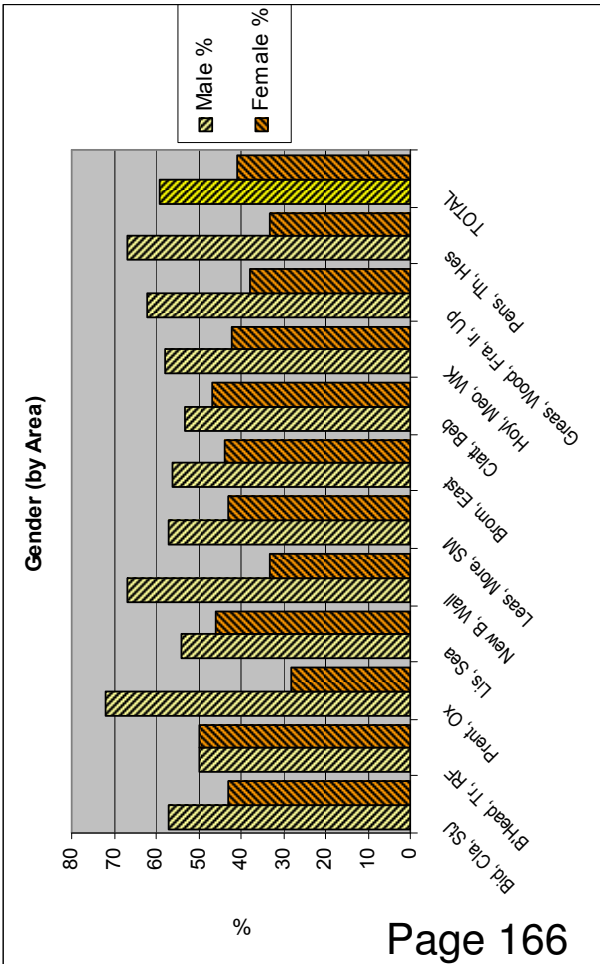


Map 1 – Wirral Areas by Index of Multiple Deprivation (2007)

Modified from JSNA document 2008

Map 1 clearly shows that the most deprived areas are those in the north east of Wirral. The most deprived areas identified by the 2007 IMD are Seacombe, Bidston and St James, Birkenhead and Tranmere. It is in these areas where CAF activity is at its greatest.

**CAF's by Gender**



The majority of CAFs are completed on boys (59%) and this has been reported in every month apart from October 2010 when girls (52%) accounted for more CAFs for the first time.

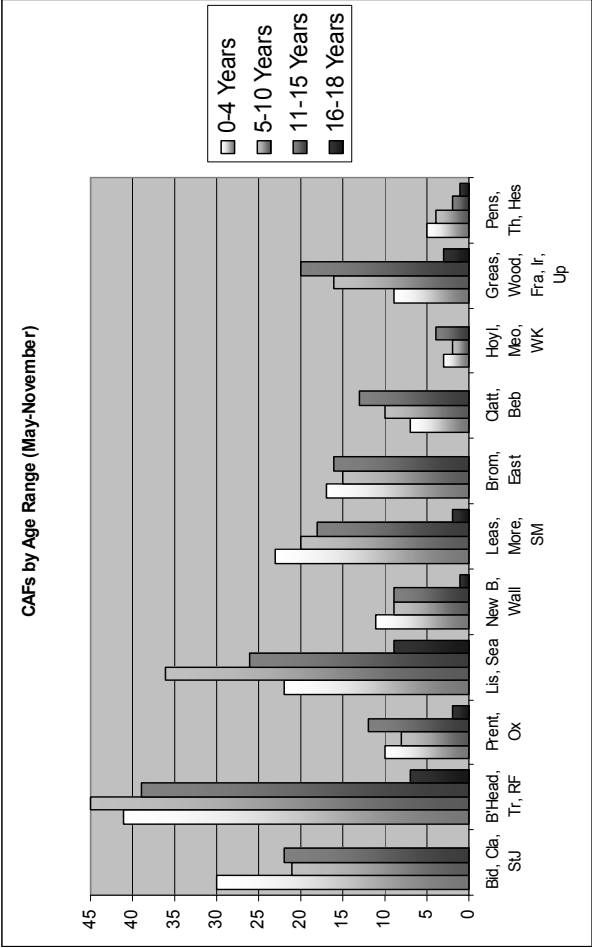
This dominance by boys does not match the gender balance of Wirral as a whole where females account for 53% and boys for 47% of the population. Graph 3 shows that boys dominate the CAF process in Prenton/ Oxtan, New Brighton/ Wallasey, Greasby/ Woodchurch & Pensby areas.

Girls are more visible in the CAF process in south Wirral, Birkenhead/Tranmere/Rock Ferry & Bidston/Claughton/St James areas.

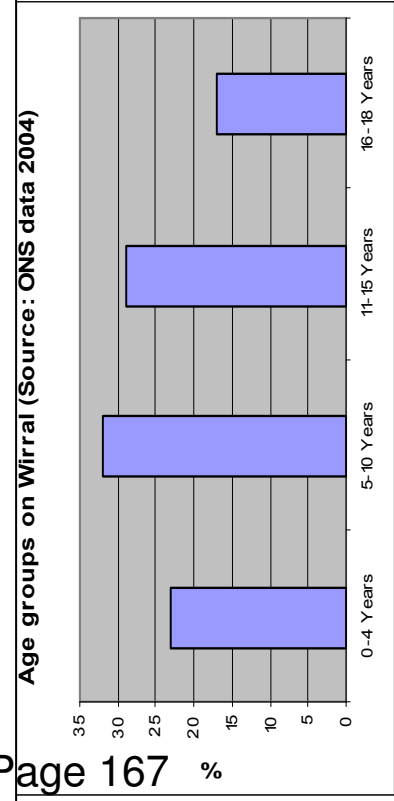
Schools author nearly half of all CAFs (Primary and Secondary both 21%). Health agencies, mainly health visitors, also undertake a significant amount (15%).

Graph 3 – Gender breakdown of Completed CAFs (May- Nov 10)

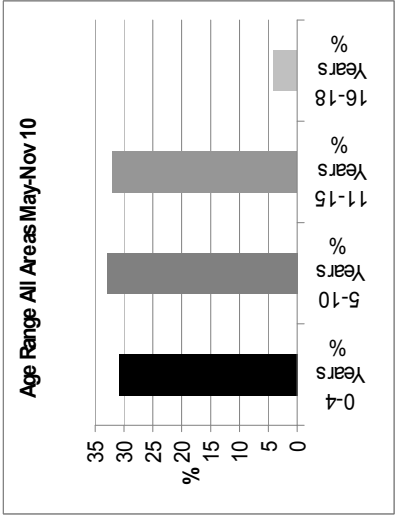
**CAF's by Age Group**



Graph 4 – Age Range breakdown of Completed CAFs by Area (May- Nov 10)



Graph 5 – Age Range breakdown of Completed CAFs All Areas (May- Nov 10)



Graph 6 – Relative Size of Age Groups on Wirral (0-18)

### Ethnicity of Child/Young Person

The CAF form records the ethnicity of the child/young person. This data shows that CAFs are overwhelmingly (96%) undertaken on children/ young people who consider themselves to be White British. There are no significant differences between recorded ethnicity across areas. Other groups recorded in the past year who account for less than 1% each are Polish, Black Caribbean, White and Black African, Asian, Chinese and Hungarian. Data provided by the Office for National Statistics reveals that across all age groups on Wirral approximately 96% of people describe themselves as white British and the CAF data reflects this.

Graphs 4 and 5 show a breakdown of CAF clients by age group for each area. The graphs show that local variations exist across area teams. Significantly they also show that in the two busiest areas (Birkenhead/ Tranmere/ Rock Ferry and Liscard/ Seacombe) more CAFs are completed on 5-10 year olds.

Overall across Wirral 5-10 year olds have the greatest need (33%), with 11-15 year olds (32%) and 0-4 year olds (31%) showing similar demand for CAFs. Few CAFs (4%) are undertaken on 16-18 year olds.

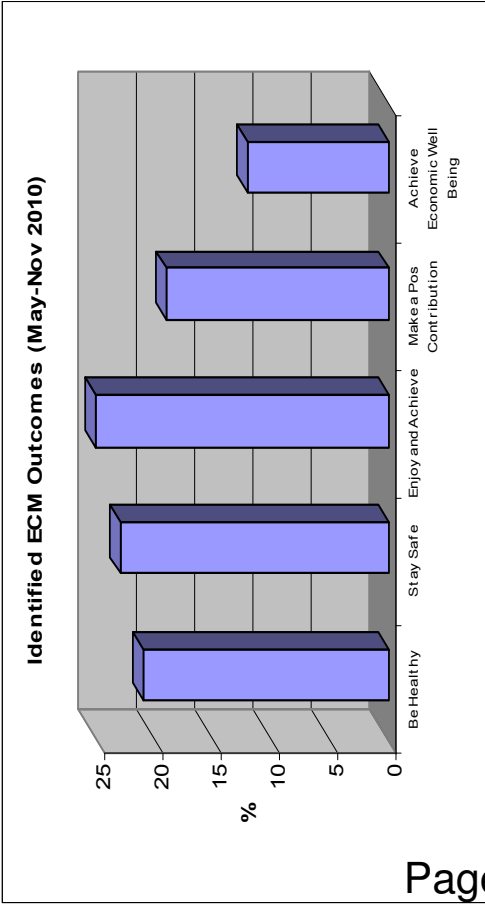
Graph 6 on the left shows the actual age breakdown of the U-18 population on Wirral. The graph shows that 5-10 year olds account for 33% of the population followed by 11-15 year olds (27%) and 0-4 year olds (23%).

This data would suggest that for the size of population 0-4 year olds have more CAFs completed than might be expected. Significantly, the opposite is true for 16-18 year olds who make up 17% of the 0-18 population but only account for 4% of CAFs.

**Recorded Disability**

The form also records whether the child/ young person has a disability. Where this has been recorded it shows that 16% of CAFs are completed on a child/ young person who has a disability. This figure is fairly evenly reported from each area.

**Identified Needs and Outcomes**



Graph 7 – ECM Outcomes Identified from Completed CAFs (May – Nov 2010)

CAF outcomes which were completed by agencies across all Area Teams between May and October 2010 were audited. The audit collected information about the reasons why the CAFs were undertaken and which are the most common services/ agencies requested from CAFs. The information is shown in the following graphs.

Agencies are asked to indicate which of the 5 Every Child Matters outcomes apply to each completed CAF form. This data can then be analysed to inform what provision should be made available to each C&YP. This information is presented in graph 7.

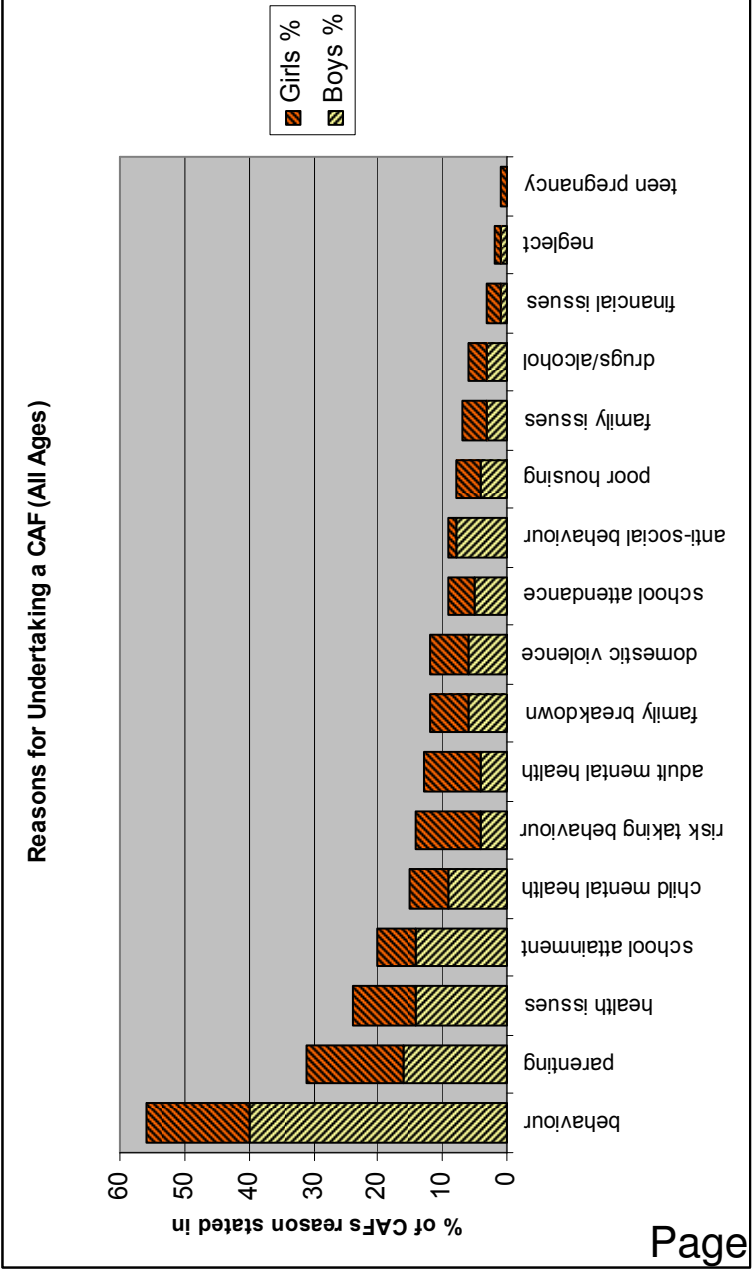
**Enjoy and Achieve** (26%) is identified as the greatest need in Bidston, Birkenhead, Liscard, Wallasey, Hoylake and Pensby areas.

**Stay Safe** (21%) is identified as the greatest need in Leasowe, Bromborough and Clatterbridge areas.

**Make a Positive Contribution** (20%) is identified as the greatest need in Greasby/Woodchurch area.

**Be Healthy** (18%) is identified as the greatest need in Prenton/Oxton area.

**Enjoy Economic Wellbeing** (15%) is not identified as the greatest need in any area.

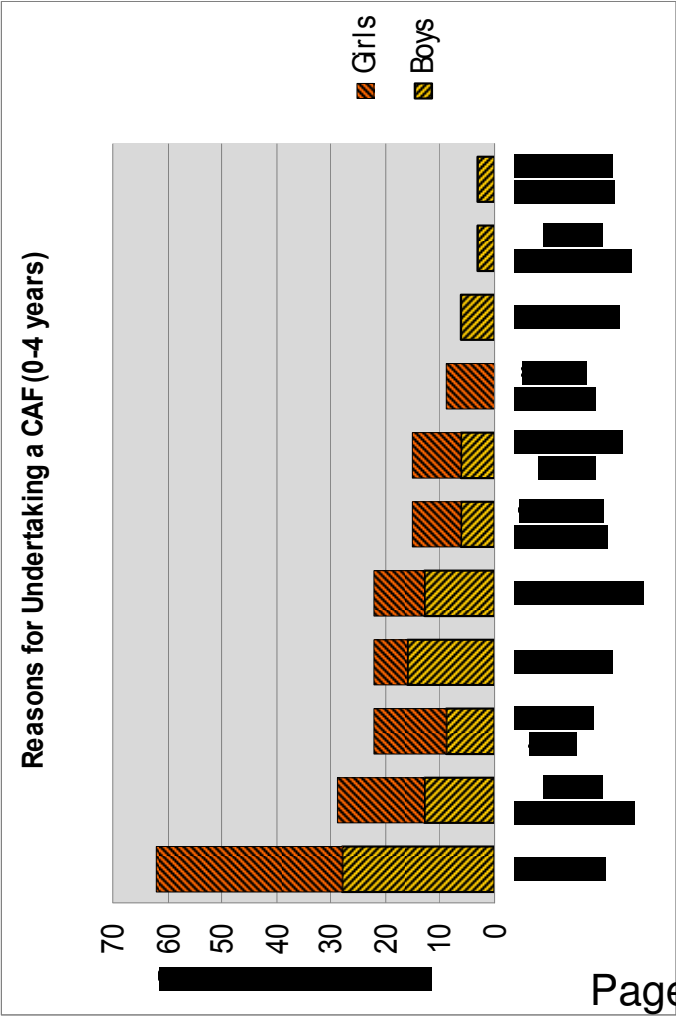


**Graph 8 – Reasons for Undertaking a CAF from CAF Audit (All Ages)**

The graph shows the reasons for CAFs being undertaken (by gender). It tells us that issues relating to behaviour (57% of CAFs), compromised parenting (31%) and general health issues (23%) are the most often cited reasons for a CAF being undertaken. Significantly the graph also shows that while general behavioural issues are 3 times more likely to relate to boys than girls, the opposite is true for risk taking behaviour which is dominated by girls.

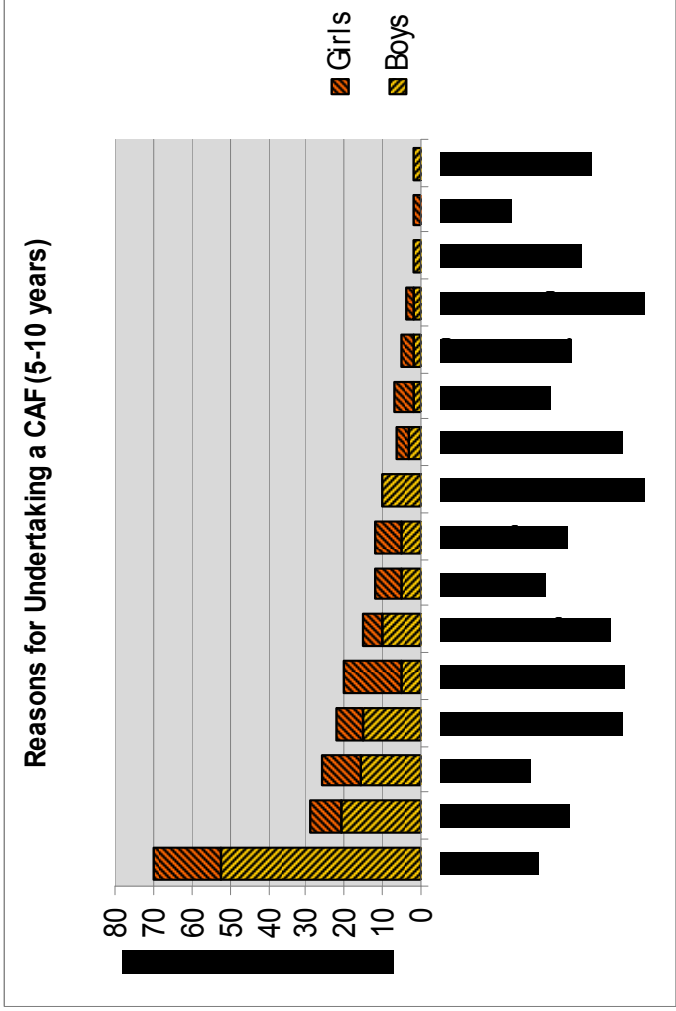
The audit also revealed that 12% of CAFs cite the mental health needs of parents and 11% cite issues with domestic violence as contributory reasons for the CAF being undertaken.

Graphs which show the reasons for undertaking a CAF by age group are shown overleaf.



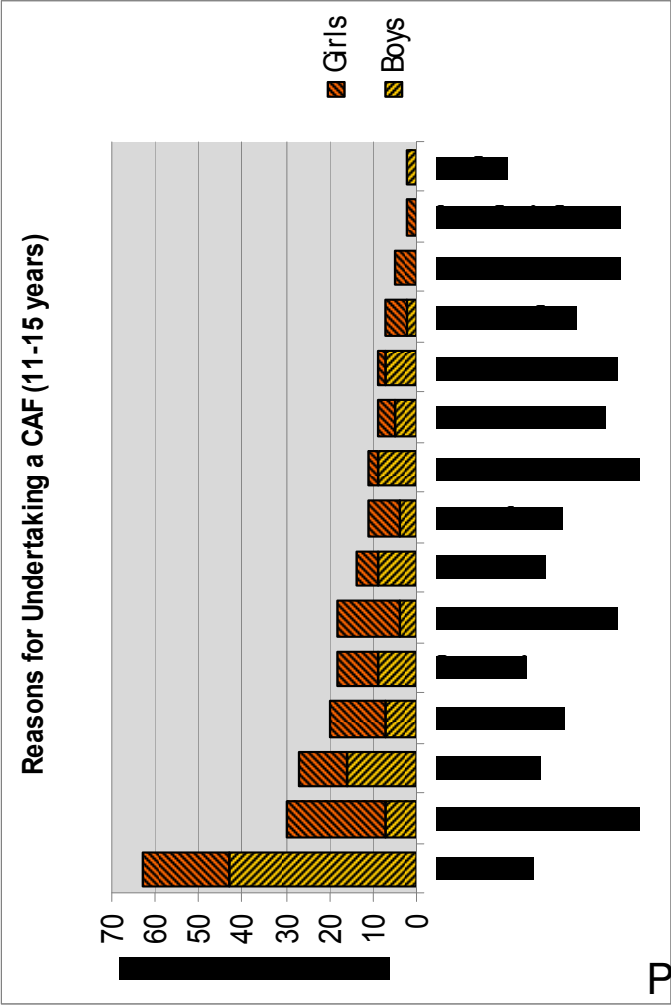
Graph 9 – Reasons for Undertaking a CAF from CAF Audit (0-4 age)

**0-4 Years**  
 For under 5's issues around compromised parenting (stated in 62% of CAFs), health and housing are most common.



Graph 10 – Reasons for Undertaking a CAF from CAF Audit (5-10 age)

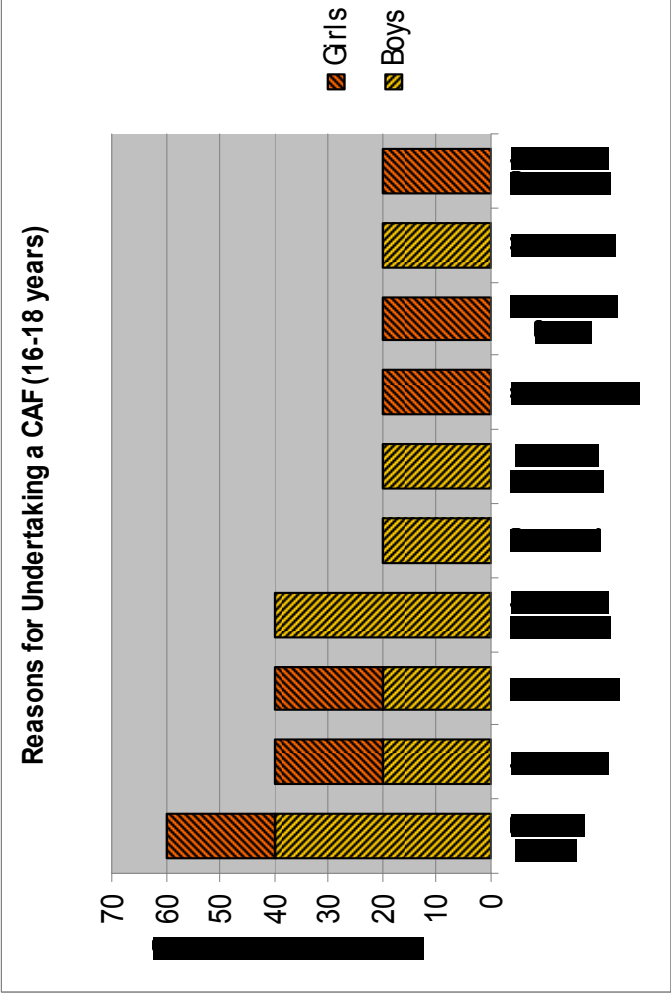
**5-10 Years**  
 For 5-10 year olds the important issues are related to behaviour (stated in 70% of CAFs), health and compromised parenting.



Graph 11 – Reasons for Undertaking a CAF from CAF Audit (11-15 age)

### 11-15 Years

Children in the 11-15 year age group are most likely to have issues with behaviour (stated in 62% of CAFs) and risk taking behaviour.



Graph 12 – Reasons for Undertaking a CAF from CAF Audit 16-18 age)

### 16-18 Years

The needs of 16-18 year olds are dominated by drugs/ alcohol issues (stated in 60% of CAFs), behaviour and attendance. Although it should be noted that as few CAFs are undertaken on this age group the sample size is very small.

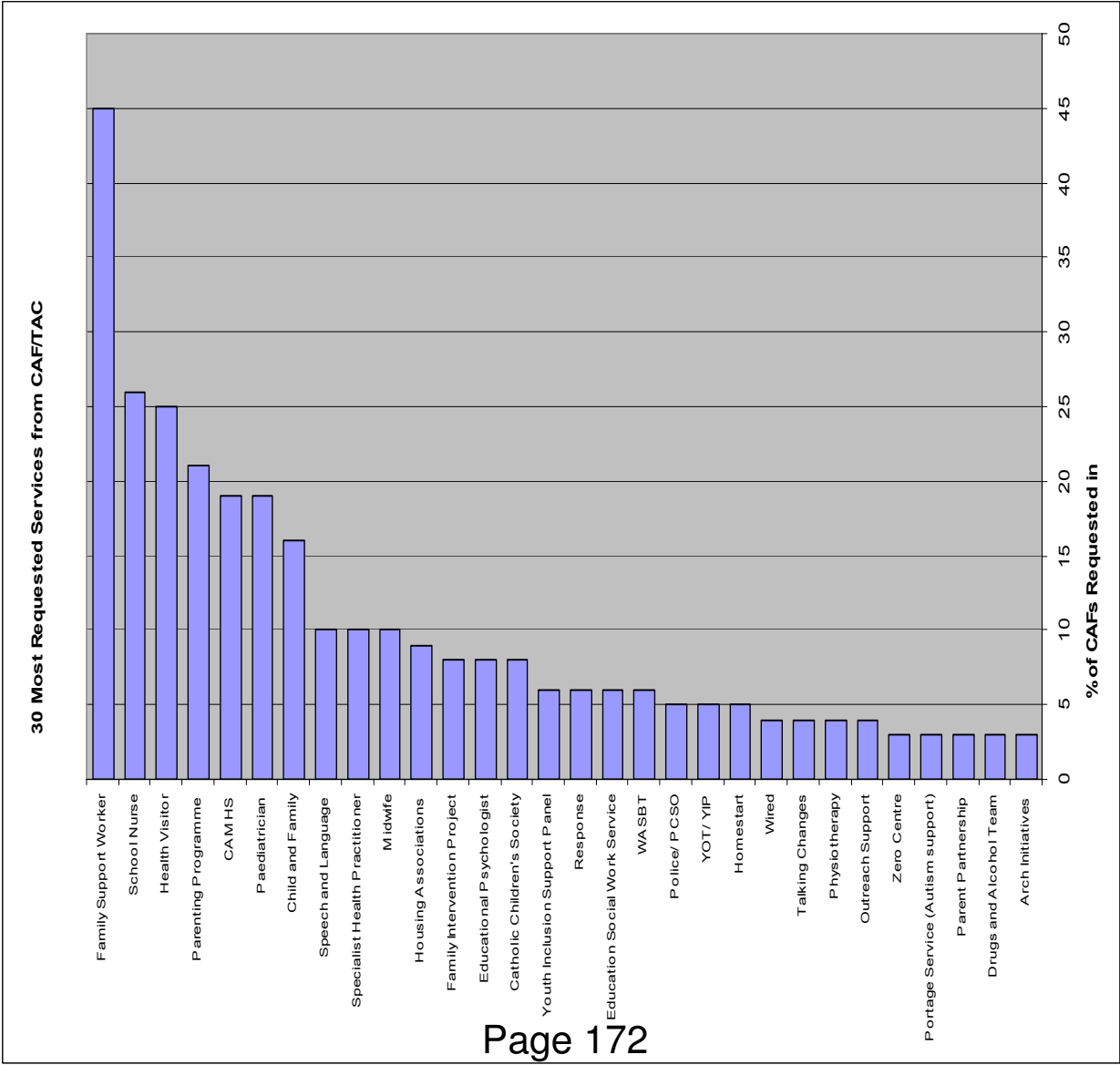
## Closing CAFs

CAF episodes typically run for between four and six months but the length of individual cases varies depending on the complexity of need and engagement of the family. CAF episodes are mainly closed for the following reasons (where reason has been reported):

Needs met or partly met (47%); Escalated to Social Care (43%); Moved out of area (7%); Disengaged (3%).



Services most Requested from CAF



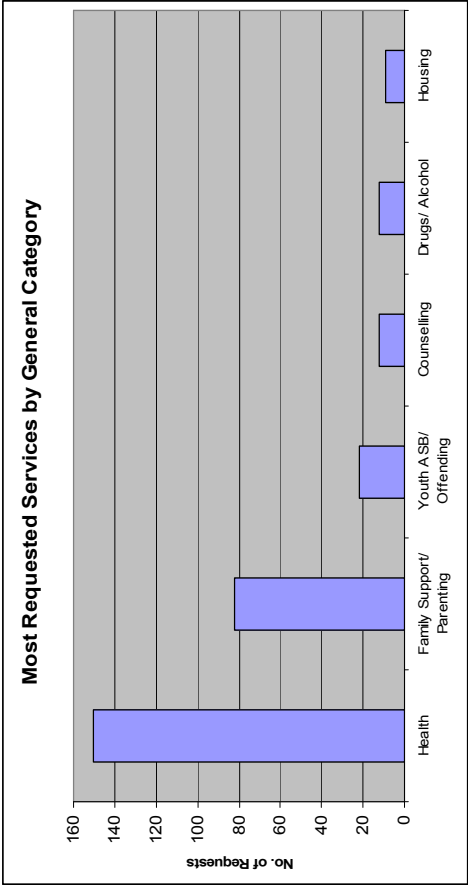
Graph 13 – The most Requested Services from 154 CAFs (May – Oct)

Graph 13 shows the 30 services which are most requested from CAFs for Team Around the Child (TAC) meetings, The results are based on the audit of 154 CAFs completed between May and October 2010.

The most requested service is for a Family Support Worker (requested for Team Around the Child meetings from 45% of CAFs) who can work with the family on many issues which do not require a specialist input. School nurses (27% of CAFs) and health visitors (25% of CAFs) are also often requested as are access to parenting programmes (22% of CAFs) and more specialised health interventions.

The information shown on graph 13 has been aggregated by common headings and the results are shown in Graph 14 below.

By far the two most requested agents of intervention are health and family support/ parenting.



Graph 14 – The most Requested Services (by General Category)

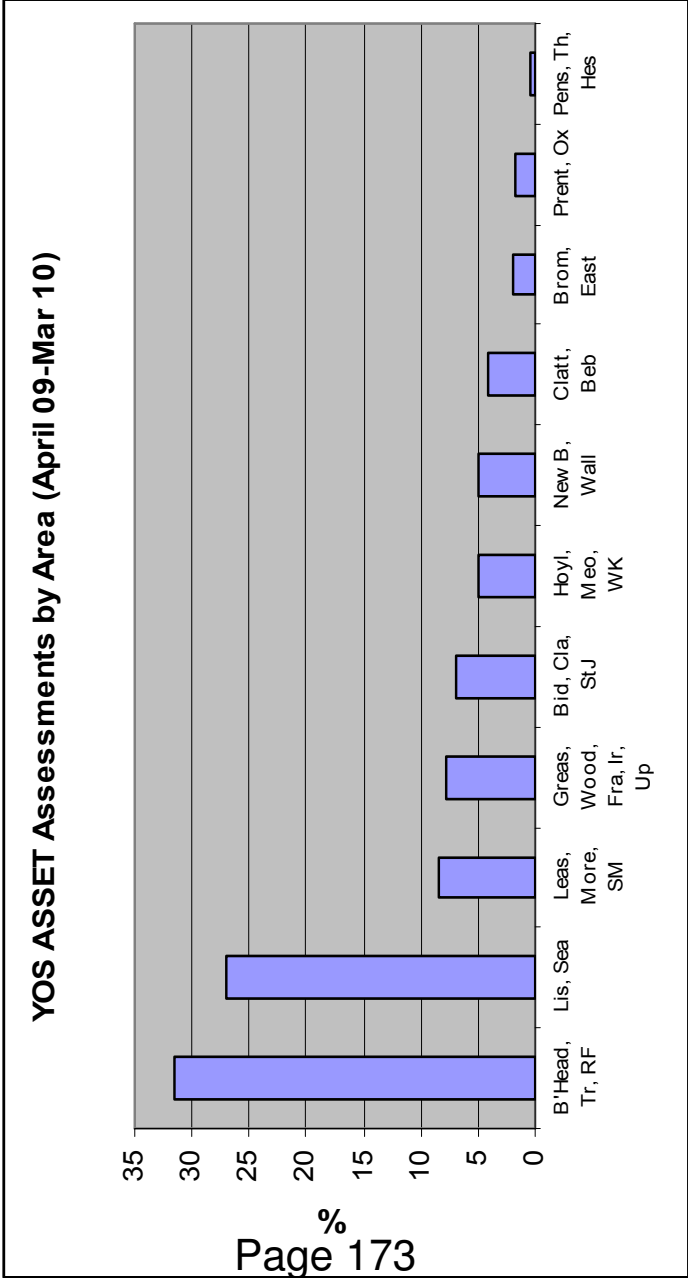


3. Wirral Youth Offending Service – ASSET Assessment Data

The Youth Offending Service (YOS) uses a standardised assessment using ASSET (a structured assessment tool produced by the Youth Justice Board) for all young people coming into the youth justice system. The assessment includes details about the lifestyle and circumstances of the young people, whether they have specific needs and their educational profile. The information is used to compile a risk assessment and to determine why the young person offended and what appropriate interventions should be employed.

The following few graphs show a summary of ASSET data collected between April 2009 and March 2010 and describe the profiles of young offenders and offences in Wirral.

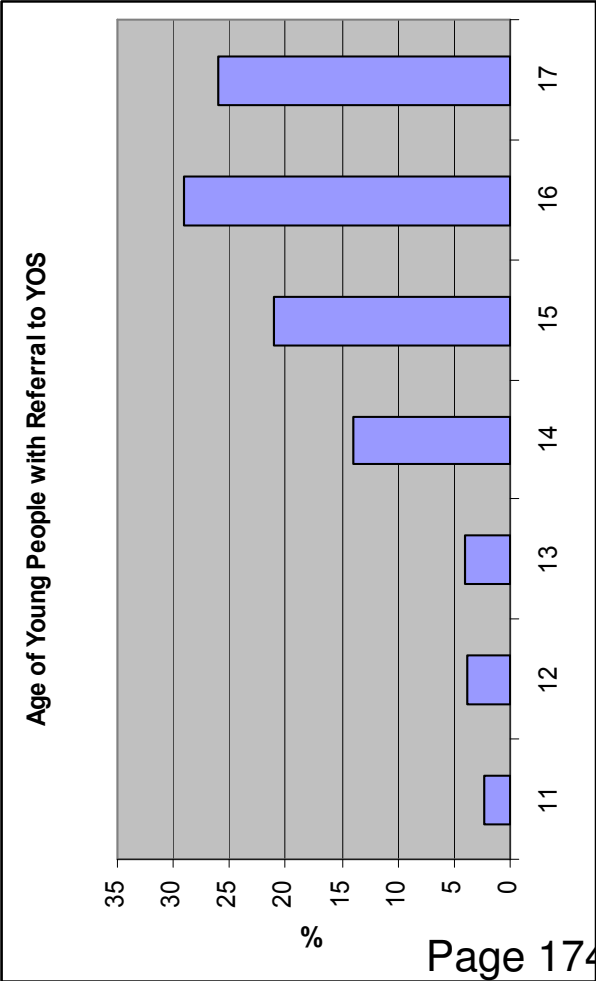
YOS Assessments by Area



Young people who live in the two areas of Birkenhead/ Tranmere/ Rock Ferry (32%) and Liscard/ Seacombe (27%) dominate work undertaken by the Youth Offending Service. These two areas also dominate the CAF activity. With the exception of Prenton/Oxtan, South Wirral and West Wirral have the lowest amount of youth offending activity. This information is clearly shown in graph 15 above.

As already described earlier in this report, the geographical areas used in this report contain similar population sizes.

YOS Assessments by Age

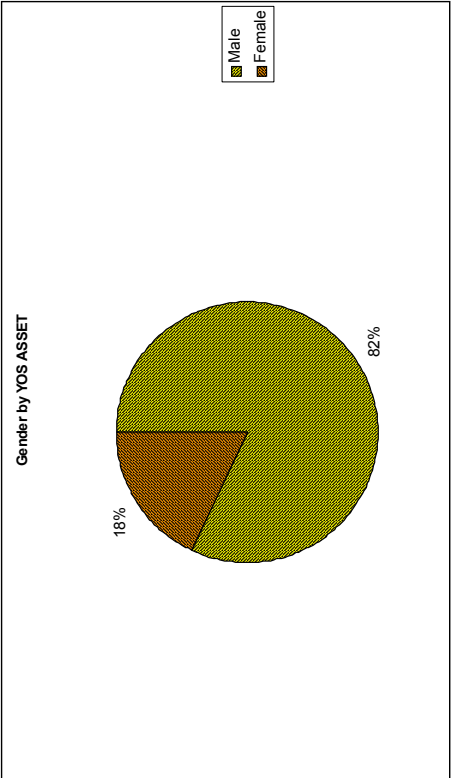


Between April 2009 and March 2010 the YOS was actively supporting children and young people in the 11-17 age group. The graph above illustrates the breakdown by age and reveals that most youth offending is perpetrated by older children/young people.

Over 50% of offending youngsters are 16 or 17 years old. Over 50% of offending youngsters are 16 or 17 years old.

Graph 16 – Ages of young people referred to YOS (April 09 – March 10)

YOS Assessments by Gender



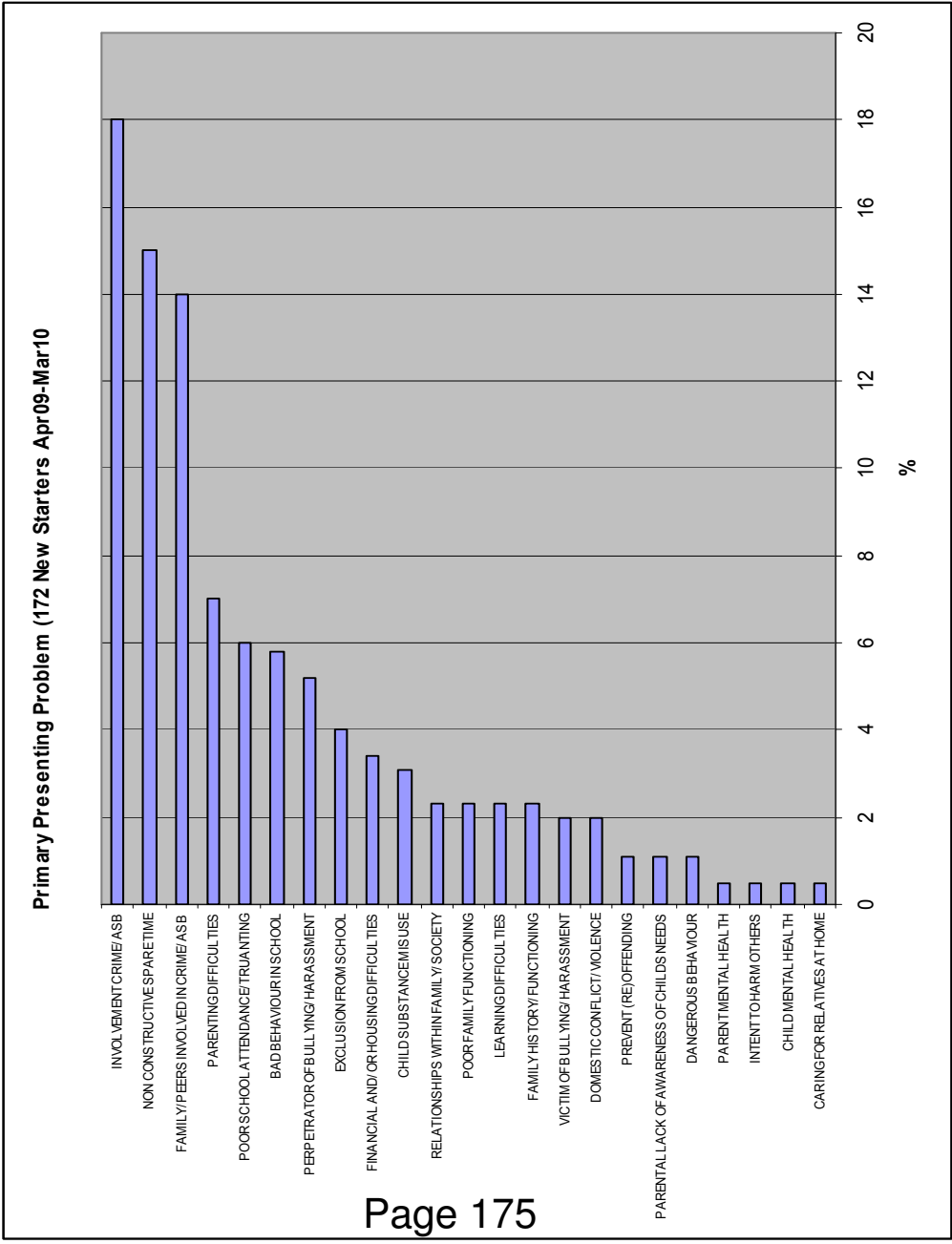
The pie chart (graph 16) shows that the young people are overwhelmingly boys (82%). This is a much greater gender imbalance than for CAFs but both are dominated by boys.

Ethnicity

The ethnic profile of young people assessed by YOS is also different than for CAF. The ethnic profile of Wirral is about 96% white British and this is reflected by CAF. Slightly fewer white British (90%) young people appear in the YOS data.

Graph 17 – YOS Referrals by Gender (April 09 – March 10)

YOS New Assessments by Primary Presenting Problem

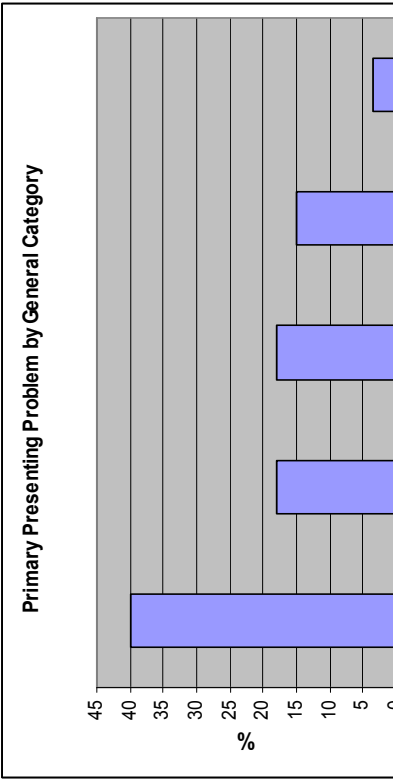


The first graph (graph 18) reveals data for 172 children and young people who started on an intervention programme with YOS between April 09 and March 10.

The smaller graph below (graph 19) shows the problems aggregated into general categories with the top five presented. The graphs detail the main reasons which led the children young people to be started on the programme.

Issues involving anti social or poor school behaviour, compromised parenting and family/peer involvement in crime and non engagement in positive activities dominate the reasons why young people are ultimately referred to YOS.

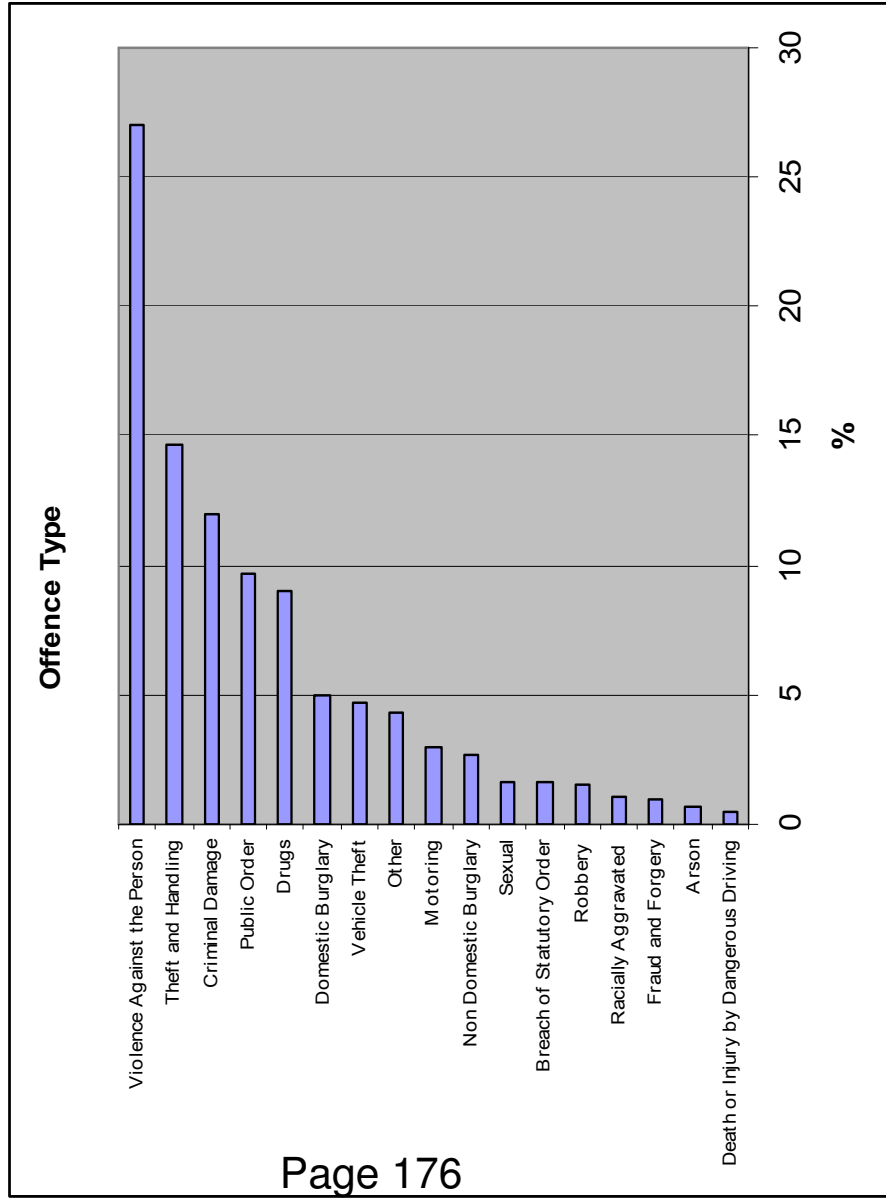
The issues, whilst generally more acute, reflect the reasons why CAFs are undertaken which are also often prompted by parenting or behavioural concerns. Health concerns however, are cited much more often on CAFs but mental health concerns (both parental and of the child) do appear on both assessments.



Graph 18 – YOS New Starters by Primary Presenting Problem (April 09 – March 10)

Graph 19 – YOS Primary Presenting Problem by General Category (April 09 – March 10)

# YOS Assessments by Offence Type



Graph 20 on the left is a summary of the criminal offences involving young people who have been referred to the Wirral Youth Offending Service for an intervention between April 2009 and May 2010.

Offences are dominated by violence against the person (27%), theft and handling (14%) and criminal damage (12%).

Most offences involving young people are related to violence, theft or public order.

Graph 20 – Most Common Offences Involving Young People Referred to YOS (April 09 – March 10)

#### **4. Observations and Suggested Priorities**

The presented data reveals the pattern of CAF activity across Wirral and shows where the needs are greatest, how the needs of children and young people are changing as they get older and which types of intervention are being requested. Specific conclusions are provided under the headings below:

##### **CAF Cohort**

A similar amount of CAFs are undertaken on children and young people in the 0-4, 5-10 and 11-15 age groups, although the most populous of these groups (5-10 year olds) are just identified as the group of most need. More specifically the group is 5-10 year old boys (probably white British) who struggle with achieving the two Every Child Matters outcomes of Enjoy and Achieve and Stay Safe. The CAF audit adds a bit more detail to these needs and reveals that more specifically boys have needs with behaviour, anti social behaviour, compromised parenting and health issues. These unmet needs are mainly identified by schools who usually take on the role of Lead Professional. The data presented also reveals that the needs of boys and girls are often different and the needs of groups are becoming more visible and mainly exist around Stay Safe and Be Healthy.

However, the presented numbers regarding the group of most need tell only part of the story. The number of CAFs completed on the 16-18 year age group is very low for the size of the population and by contrast more CAFs are completed on the 0-4 age group than might be suggested by its size. This itself would suggest that the younger age groups deserve more resources than older children.

The CAF cohort accurately reflects the ethnic make up of Wirral's population with about 96% being white British. However, it is more heavily gender weighted towards boys (59%) than the general population (47% male).

##### **Areas of Need**

Birkenhead, Tranmere & Rock Ferry (21% of CAFs) and Liscard & Seacombe (18% of CAFs) are the two areas where the needs of children and young people are greatest. These two areas account for over a third of all completed CAFs. Needs are also high in Bidston, Leasowe and Greasby/Woodchurch areas. Pensby, Heswall & Thingwall (2% of CAFs) and Hoylake, Meols, West Kirby & Thurstaston (2%) are identified as the areas of lowest need. Each area has its own profile with regards to age groups and needs and these differences should be considered in future planning. The areas of greatest need are also the areas of greatest deprivation as shown by data from the 2008 JSNA and the 2007 index of multiple deprivation. These areas produce more CAFs per '000 of the 0-18 population and account for the most referrals to YOS.

##### **Authoring CAFs**

Schools author almost half of all CAFs and this is shared fairly evenly between primary and secondary schools. OFSTED commented positively on the participation of agencies, particularly schools. Over thirty agencies have been involved with the CAF/TAC process and apart from schools the greatest contributors are healthcare agencies, family support and children's centres. Several agencies currently have low levels of engagement with the CAF/TAC process and these include Connexions, WASBT, the Police and Housing (although the picture is slowly improving).

## Providing Services

Many agencies are successfully engaged with attending TAC meetings and providing services. The most requested services identified through the CAF/TAC process are family support workers, agencies offering parenting support, health agencies and agencies specifically concerned with anti-social behaviour and youth offending.

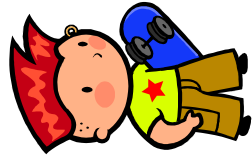
## YOS ASSET Data

The data from the youth offending service generally supports the findings from the CAF data with regard to areas of highest activity (Birkenhead, Tranmere, Rock Ferry and Liscard, Seacombe). Both are dominated by boys, more so for YOS, and although white British boys dominate both, fewer white British boys (90% as opposed to 96%) are involved with YOS showing that they deal with a higher proportion of ethnic minority groups than is reflected in CAF or in the general population. Issues relating to behaviour, parenting and anti social behaviour/ crime are common reasons why a CAF is undertaken or why a young person is referred to YOS.

## Suggested Priorities

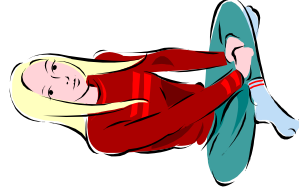
The data suggests that adequate services who can offer support to children and their families with behavioural, parenting and health issues should be widely available across Wirral but targeted at the areas of most need. The data shows that these are the areas of greatest social deprivation and lie between Liscard and Rock Ferry.

Within behavioural issues there should also be provision of services who can target poor and anti social behaviour in boys and risk taking behaviour in girls. The profile of the typical boy and girl who are most likely to be the subject of a CAF are shown below. The CAF and YOS data also highlights the strong link between poor behaviour in children and parental and wider family issues such as parental mental health, domestic violence and family breakdown. Services which can effectively address all of these issues are likely to have a very positive effect on improving outcomes for children and young people and may help prevent behavioural problems (in boys particularly) developing and manifesting themselves as anti social and crime behaviours in the future..



Typical Boy:

- 5-10 year old
- White British resident of Birkenhead
- Unmet needs around behaviour ASB, health and parenting



Typical Girl:

- 11-15 year old
- White British resident of Birkenhead
- Unmet needs around risk taking behaviour, health and family issues



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## WIRRAL COUNCIL

### CABINET

**3 FEBRUARY 2011**

<b>SUBJECT:</b>	<b>SCHEME AND ESTIMATE REPORT FOR CATHCART STREET PRIMARY SCHOOL REFURBISHMENT</b>
<b>WARD/S AFFECTED:</b>	<b>BIDSTON AND ST JAMES</b>
<b>REPORT OF:</b>	<b>INTERIM DIRECTOR OF CHILDREN'S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR SHEILA CLARKE MBE CHILDREN'S SERVICES &amp; LIFELONG LEARNING</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### **1.0 EXECUTIVE SUMMARY**

- 1.1 This report describes the work required to remodel and refurbish Cathcart Street Primary School which includes the provision of a re-located satellite Children's Centre and after school club accommodation replacement and sets out the costs of the scheme.
- 1.2 Cabinet is asked to consider and approve the proposal.

#### **2.0 RECOMMENDATION/S**

- 2.1 That the Scheme and Estimate, as presented, be accepted;
- 2.2 The Director of Law, HR and Asset Management be authorised to seek tenders for the project;
- 2.3 The Director of Law, HR and Asset Management be authorised to obtain all necessary statutory approvals for the project.

#### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 At its meeting of 25<sup>th</sup> November 2010 (minute 222 refers), Cabinet approved the closure of Cole Street Primary School. All former Cole Street Primary School pupils may transfer to the nearby Cathcart Street Primary if they choose to do so, regardless of home address. The proposed scheme is intended to improve and upgrade the building and facilities at Cathcart Street to provide better provision for the existing and additional pupils and to re-provide the satellite Children's Centre which is currently located in the former St Laurence's Primary School building (a building now largely empty and owned by the Diocese of Shrewsbury).

## **4.0 BACKGROUND AND KEY ISSUES**

4.1 The proposed scheme will refurbish and upgrade the existing building at Cathcart Street Primary School, add a satellite Children's Centre and re-provide the temporary mobile accommodation on site used for before and after school provision and holiday activities.

4.2 The scheme will include:-

- Alterations and small extensions to improve the pupil toilet and cloakroom provision.
- Dry lining the existing internal walls to conceal the exposed brickwork and block-work and to improve acoustic properties
- Alterations to the internal room layout to provide practical resource areas adjacent to classrooms and to improve internal circulation.
- Provision of a hygiene room for pupils with disabilities.
- Improved office and reception facilities and a new entrance area.
- Refurbishment of all toilet provision for both pupils and staff.
- Redecoration and new floor finishes throughout.
- Replacement of the existing high level clerestory windows.
- Complete replacement of the roof covering with improved insulation levels to reduce heat loss.
- A secure external covered play area adjacent to the Foundation classrooms.
- Replacement boilers and heat emitters.
- Additional classroom ventilation.
- New energy efficient lighting.
- New fire and intruder alarms.
- CCTV security system.
- New fencing throughout to improve the security and appearance of the site

4.3 A poor quality mobile is located on the Cathcart Street site for the CATS before and after school and holiday provision (privately run). This will be demolished and replacement accommodation provided within the main building. This will enhance the external appearance of the school and improve security as well as allowing additional external Foundation play space.

4.4 The design life of the refurbishment is a minimum of 25 years, which should extend the life of the existing building as well as reducing running and maintenance costs.

4.5 An extension to the front of the building has been included to provide a Children's Centre satellite to house the Children's Centre satellite, which is temporarily housed at the former St Laurence's Primary School. This will include, a secure entrance and reception with office, multi-function room, consultation rooms, kitchen and WC's with baby change. The work will include all necessary finishes, fitted furniture and equipment, heating, lighting, power, fire alarms and a security system as required.

- 4.6 It is proposed to complete the internal refurbishment works before the start of the Autumn term in September 2011 in order to make use of the current availability of spaces in the building and to commence the extension for the Children's Centre shortly after. To assist in achieving this tight timescale it is proposed to begin the window and roof replacement and the fencing works as soon as possible as separate contracts prior to the main alteration works, this will begin in May once planning approval has been sought. There is no requirement for the school to relocate during these works.

## **5.0 RELEVANT RISKS**

- 5.1 Subject to final approval, the scheme will be funded by a combination of local and national capital.
- 5.2 Detailed consultation with Planning and Building Control may present in some small necessary changes to the proposed scheme. These could have a financial impact. However contingencies within the estimate should be sufficient to cover this possibility.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 On 1<sup>st</sup> October 2009 Cabinet agreed that a reduction of one community primary school in the area under review was necessary, but requested a further report on options involving either the retention of the Cathcart Street Primary School site (as recommended), or the establishment of a new build primary school on a new site.
- 6.2 The outcome of the site appraisal was reported to Cabinet on 24<sup>th</sup> June 2010. The option to build in Birkenhead Park was demonstrated to be highly unlikely to receive approval from English Heritage. Of the two existing school sites, the Cathcart Street site was recommended for retention as a school. Cabinet determined that proposals should be published in respect of the closure of Cole Street Primary School with effect from 31<sup>st</sup> August 2011.

## **7.0 CONSULTATION**

- 7.1 The design has been developed in consultation with a range of stakeholders including staff, pupils and parents/carers, and the LA Primary Team and this will continue throughout the detailed design process.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The CATS club will be housed in permanent accommodation within the school building.
- 8.2 There will be considerable involvement of local community groups in the use of the proposed satellite Children's Centre in line with the usual working arrangements for these centres.

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

- 9.1 The Department of Law, HR and Asset Management will provide all Professional Services.

- 9.2 The Director of Technical Services in accordance with the Construction (Design and Management) Regulations will carry out the role of CDM Coordinator.
- 9.3 It is anticipated that there will be no increase in fuel revenue costs at the school as a result of this scheme as the proposed works will help improve the energy efficiency of the existing building. The Energy Conservation Unit within the Department of Law, HR and Asset Management will closely monitor costs.
- 9.4 There are no staffing implications.
- 9.5 The Estimate for this work is set out below. All costs are at first quarter 2011.

£

Construction costs	760,128
Electrical	231,826
Mechanical	275,000
External works (including security)	101,750
Provisional sums	32,750
Demolition	10,800
Contingencies	25,000
 Total building works	 £1,437,254
 Prelims @ 12%	 172,470
Additional 1% for occupied building	14,373
 Estimated Building Works	 £1,437,254
 Departmental Charges @ 15% including: professional Fees, clerk of works, CDM Coordinator, Planning and building regulation fees	    £243,615
 <b>TOTAL</b>	 <b><u>£1,867,712</u></b>

The scheme will be funded from the following resources:-

Council Capital Programme 2011/12	1,500,000
Primary Capital Programme 2010/11	367,712

**TOTAL                      £ 1,867,712**

- 9.6 Any additional furniture, fittings and equipment required will be funded from the schools Devolved Formula Capital.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are no specific legal implications associated with this report. The Legal and Member Services Section within the Dept of Law HR and Asset Management will arrange the contract with the successful tendering contractor

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are no specific implications in this report for equal opportunities, including women, ethnic minorities or the elderly. Access to the building will be improved as a result of these works for children and adults with disabilities. The building will also be altered to comply with current recommendations on design for the deaf and partially sighted as far as practical.

11.2 An Equality Impact Assessment (EIA) is required and will be completed before the Planning Application is submitted

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 Low energy electrical fittings, heating controls, water saving devices and high levels of insulation provision will all be used as far as possible to help reduce the consumption of natural resources.

12.2 All timber used will be from sustainable sources regulated by the Forestry Stewardship Council.

12.3 The successful contractor will be encouraged to employ local labour and source materials from local suppliers as far as possible once construction commences.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 Planning approval will be necessary for the proposed alterations and improvements to Cathcart Street School.

13.2 Rationalisation and refurbishment of schools allow the most vulnerable accommodation to be removed and other security improvements carried out.

**REPORT AUTHOR:**     **Jeremy Clarke**  
Senior Designer  
telephone: (0151) 606 2383  
email: [jeremyclarke@wirral.gov.uk](mailto:jeremyclarke@wirral.gov.uk)

## **APPENDICES**

- (1) Existing Plan
- (2) Proposed Plan
- (3) Proposed Elevations

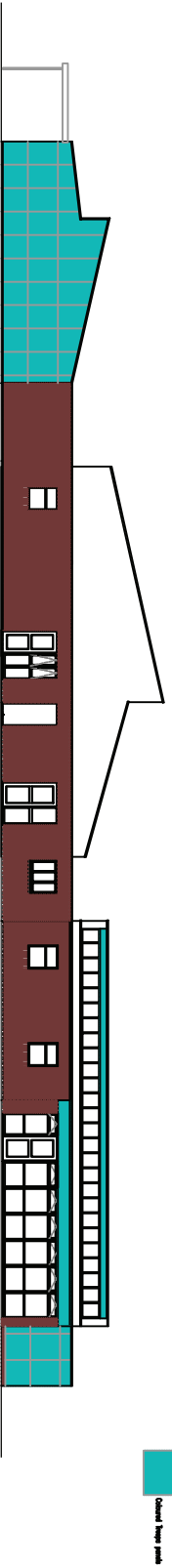
## REFERENCE MATERIAL

The information used in the preparation of this report was obtained in consultation with the Children and Young Peoples Department and with reference to their bidding documents. No other background papers have been used in the preparation of this report with the exception of the Architects file C18719 and the Quantity Surveyors working papers.

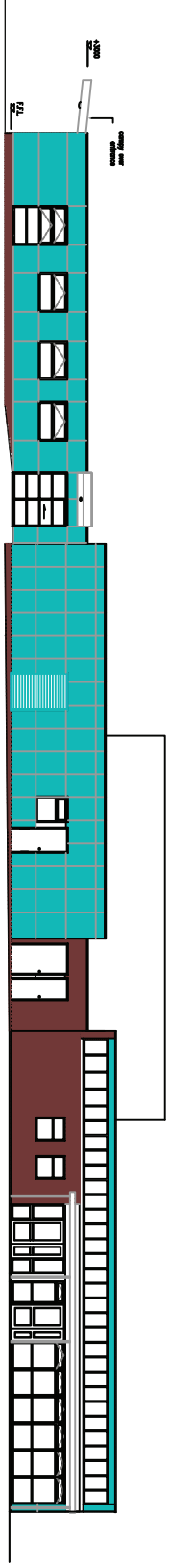
## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet report	25 <sup>th</sup> November 2010
Cabinet report - CYPD Capital Programme 2010/11	22 <sup>nd</sup> July 2010
Cabinet report	24 <sup>th</sup> July 2010
Cabinet report	1 <sup>st</sup> October 2009
Cabinet report	28 <sup>th</sup> May 2009

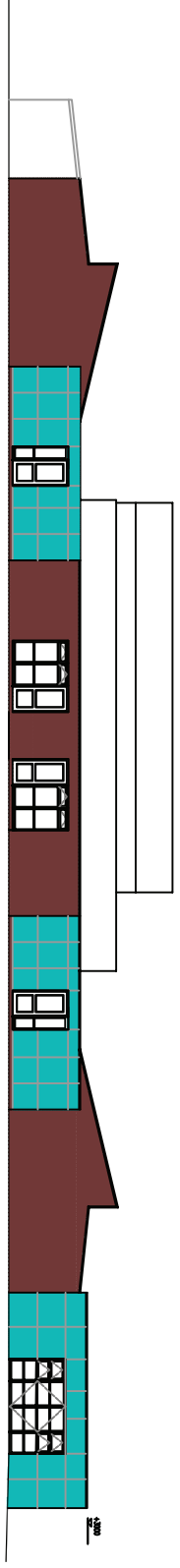
NOTES  
WRITTEN DIMENSIONS TO BE PREFERRED TO SCALED.  
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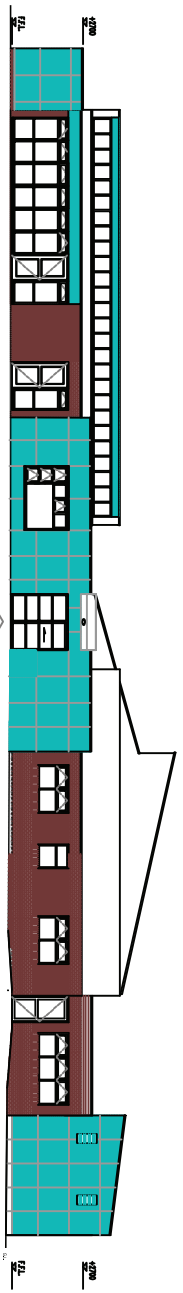
REAR ELEVATION



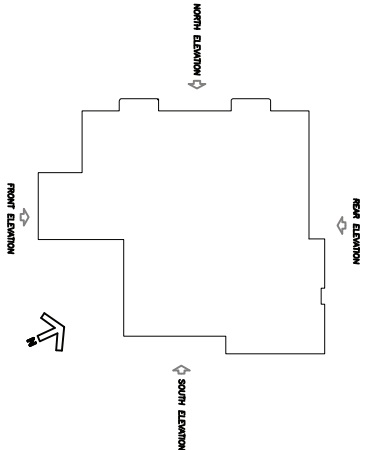
SOUTH ELEVATION



NORTH ELEVATION



FRONT ELEVATION



REV. DATE		PRINTED DATE	
1/11		1/11	
<b>WIRRAL</b>			
TECHNICAL SERVICES DEPARTMENT			
Crestle Lane Building, Crestle Lane, Wirral CH41 1ND, Tel: 0151 466 6000 Fax: 0151 466 6001 Email: <a href="mailto:technicalservices@wirral.gov.uk">technicalservices@wirral.gov.uk</a>			
<b>PROJECT</b> CATHCART STREET PRIMARY SCHOOL CATHCART STREET BIRKENHEAD CH41 3JY			
<b>DRAWING TITLE</b> PROPOSED ELEVATIONS OPTION B			
<b>SCALE</b> 1:100	<b>SCALE</b> 1:100	<b>SCALE</b> 1:100	<b>SCALE</b> 1:100
<b>DATE</b> JAN 11	<b>DATE</b> JAN 11	<b>DATE</b> JAN 11	<b>DATE</b> JAN 11
C.A. PROJECT NUMBER: 2009-01-01 (01.00000000)			

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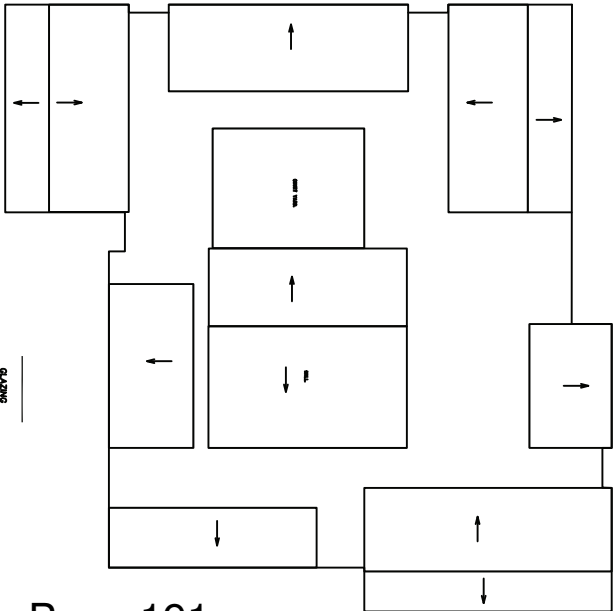
Architectural elevation drawing of a building facade. The drawing shows a long, narrow structure with a series of windows and a central entrance area. The facade is primarily a dark reddish-brown color. On the left side, there is a large window with a grid pattern. To its right is a smaller window with a grid pattern. Further right is a larger window with a grid pattern. In the center, there is a small, square window. To the right of the center, there is a small, square window. Further right is a larger window with a grid pattern. On the far right, there is a small, square window. The drawing is oriented vertically, with the top of the building at the top of the page.

**WIRRAL**  
TECHNICAL SERVICES DEPARTMENT

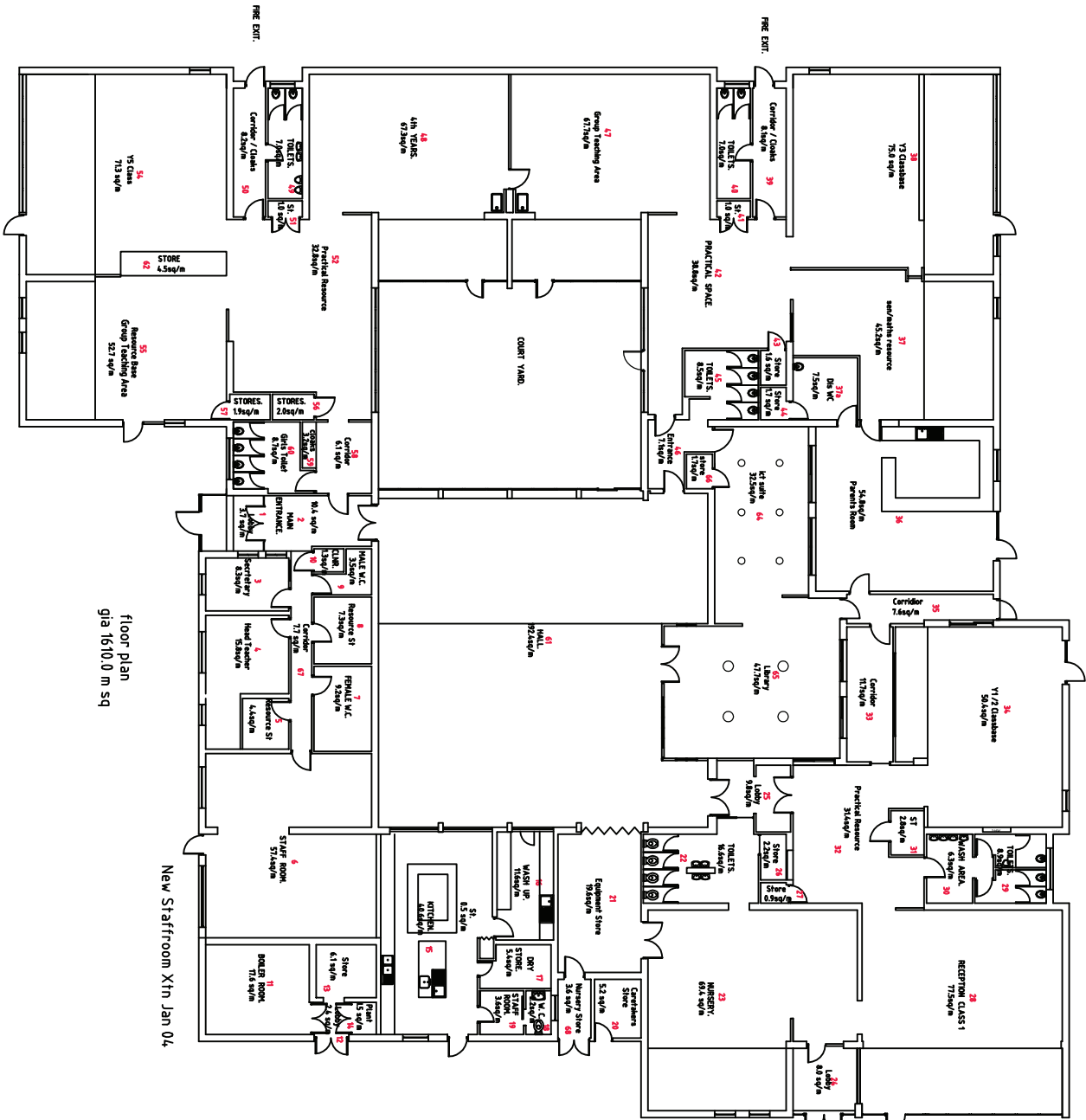
Cheshire Lane Building,  
Birkenhead,  
Wirral CH41 1HQ,  
UK. Tel: 0151-609-2188  
Fax: 0151-609-2188  
Email: [technical@wirral.gov.uk](mailto:technical@wirral.gov.uk)

WIRRAL COUNCIL  
WIRRAL BOROUGH COUNCIL  
WIRRAL METROPOLITAN BOROUGH COUNCIL

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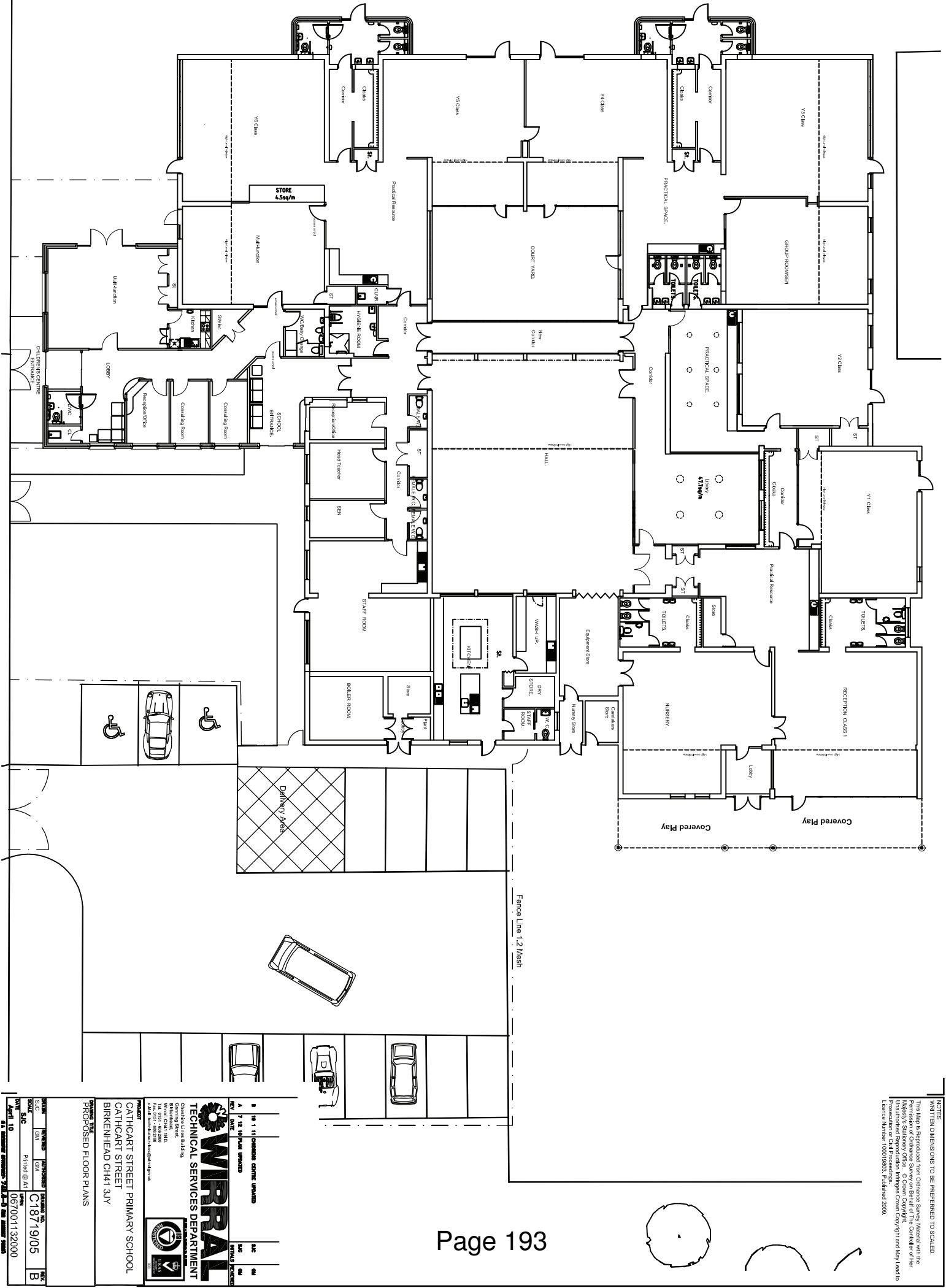
ROOF PLAN



floor plan  
gla 1610.0 m sq

New Staffroom Xtn Jan 04.

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REV	NO	DESCRIPTION	DATE	BY	CHKD
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PROJECT: CATHCART STREET PRIMARY SCHOOL  
CATHCART STREET  
BIRKENHEAD CH41 3JY

PROPOSED FLOOR PLANS

WIRRAL  
TECHNICAL SERVICES DEPARTMENT  
Canning Street,  
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## WIRRAL COUNCIL

### CABINET

3<sup>RD</sup> FEBRUARY 2011

<b>SUBJECT:</b>	<b>SCHEME &amp; ESTIMATE REPORT FOR THE ROSCLARE “CHILDREN’S HOTEL”</b>
<b>WARD/S AFFECTED:</b>	<b>OXTON WARD YOUNG PEOPLE WHO WILL USE THE FACILITY WILL COME FROM ALL WARDS</b>
<b>REPORT OF:</b>	<b>THE INTERIM DIRECTOR OF CHILDREN’S SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR SHEILA CLARKE</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to obtain members approval to seek tenders to refurbish and remodel Rosclare House to provide a high quality children’s short break facility. The scheme will promote the Council’s Corporate Priority to improve the health and well being for all and helping children and young people to reach their full potential. Financial savings will be realised by reducing the departments’ residential accommodation, realigning staff teams across the short break residential service and by creating a facility that will offer flexibility to accommodate several groups of children with various disabilities at any one time, thus maximising the levels of occupation.

Whilst there is no statutory duty associated with the decision, the Governments’ Aiming Higher for Disabled Children programme requires the Authority to provide a short break service for carers of disabled children. This scheme forms part of the CYPD capital programme and will be funded from existing resource allocations.

#### 2.0 RECOMMENDATION/S

- 2.1 The scheme and estimate, as presented be accepted.
- 2.2 Studio Three on behalf of CYPD be authorised to obtain all necessary statutory approvals for the project.
- 2.3 Studio Three on behalf of CYPD be authorised to seek tenders for the project.

- 2.4 That the Interim Director of Children's Services use his delegated powers to accept the lowest bona-fide tender and report his acceptance of the tender to Cabinet in due course in accordance with the Council's procurement policy.

### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 At Cabinet on the 22<sup>nd</sup> July 2010 it was approved to reduce the number of children's' residential homes. Rosclare was identified as the location to focus the delivery of short breaks to children and young people with disabilities. However, the existing building provides little flexibility of the accommodation on offer, décor is dated, lacks any en-suite facilities and gives a rather austere feel to the facility.

### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 The Aiming Higher for Disabled Children programme requires the Council to provide a stepped change to the provision of short breaks in services; and to meet a full service offer which responds to the needs of all groups of disabled children and those with complex needs.
- 4.2 After careful consideration the Children & Young People's Department has aspired to create a "children's hotel" at Rosclare by raising the standard and flexibility of accommodation for short breaks and provide a location where young people will want to spend time in a welcoming and comfortable environment. A design group has been set up to ensure that the changes will meet current and future needs of children, meet design standards and to offer the most flexible accommodation for the various groups that the facility will cater for.
- 4.3 The "children's hotel" will comprise nine bedrooms, lounge areas, soft play areas, dining areas, external play and a staff area. It is to be configured as three units, each with three bedrooms, lounge and play area, but will have the flexibility of altering the standard three bedroom units into smaller or larger units as required. The proposed design has greatly improved circulation, access and separation within the building. By introducing a new circulation "spine" which in effect connects all three distinct areas together, a logical re-organisation of the existing space has been made possible.
- 4.4 Following Cabinet approval to consolidate the number of residential facilities for children in Wirral, the "children's hotel" at Rosclare will provide a key venue for short breaks and provide a more personalised and preferable alternative to using other residential provision. The proposed accommodation reflects the reduction in long term provision and those children directed out of Borough.



## **5.0 RELEVANT RISKS**

- 5.1 The proposed remodelling and refurbishments to the building reduces risk by allowing the building to be used by a variety of user groups who are likely to have a range of disabilities and needs.
- 5.2 Planning consent will be required for the proposed alterations, although associated risks are thought to be minimal. Discussions with the neighbouring church will take place with the possibility of sharing car parking and access to Rosclare.
- 5.3 The progress of the report and construction programme is critical as the facility must be completed before September 2011 to allow the planned closure of Willowtree. Currently the timescales are achievable.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 Minimal redecoration and alterations to the building were considered however, this would not have improved the bedroom, living and dining arrangements, offered any flexibility in the accommodation or provided a short break facility to young people who have a range of disabilities and needs.
- 6.2 Use of out of Borough placements for short breaks has been considered however, these would not provide a local option to parent and carers.

## **7.0 CONSULTATION**

- 7.1 A wide range of consultation has taken place with families who access the short break provision in Wirral, via the Aiming Higher programme, feedback from these consultations has informed the design stages of this scheme. Further consultation is planned with young people who are likely to access the facility, particularly around furnishing, decoration/colours, external play and informal living spaces.
- 7.2 Other partners are expected to work with the Department to ensure the facility is utilised to its full potential.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The facility will be fully accessible to voluntary groups who work in partnership with the Local Authority in providing a short break service.

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

- 9.1 It has been previously identified that there will be a reduction in the overall CYPD budget by consolidating the number of short break facilities operated for short breaks, into one. The financial sustainability of this service will be

improved, providing better value for money and reducing the risk of young people becoming looked after on a full time basis.

- 9.2 Staffing structures have been realigned to meet the requirements of a reduction in residential provision. This has permitted some staff to leave the authority on the current severance programme.
- 9.3 Under the proposals to consolidate the short break service, Willowtree will not be required as a short break venue it would therefore be disposed of as a Council asset when the remaining staff are relocated
- 9.4 Financial implications of the proposed scheme are set out below. All costs are at the first quarter of 2011.

Building costs including External Works	£ 439,700.00
Professional fees @ 16.85%	£ 67,400.00
Furniture, fittings & specialist equipment	£ 45,000.00

TOTAL	£ 552,100.00
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The scheme will be funded from the following resources:

Council capital funding	£ 280,000.00
SEN/14-19 Targeted Capital 10/11	£ 272,100.00

TOTAL	£ 552,100.00
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- 9.5 Studio Three Architects will be acting as the Council's Purchasing Agents on this project and they will comply with the Council's Contracts Procedure Rules in doing so.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 There are no legal implications associated with this report. However, there is a Government requirement for Local Authorities to provide a short breaks service for carers from April 2011.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 The scheme will include complete access to the buildings facilities, specialist hygiene and welfare facilities for young people with disabilities, as well as enhanced décor which will have a positive impact on the behaviour and responses of the young people. There are no negative impacts identified for any specific groups.
- 11.2 An Equality Impact Assessment (EIA) is required for this project and has been carried out.

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 Low energy electrical fittings, heating controls and water saving devices will be used as far as possible to help reduce the consumption of natural resources.
- 12.2 All timber used will be from sustainable sources regulated by the Forest Stewardship Council.
- 12.3 The successful contractor will be encouraged to employ local labour and source materials from local suppliers as far as possible.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1 Planning approval will be necessary for the proposed alterations to Rosclare House.
- 13.2 Rosclare House is within the Primarily Residential Area where provision is made in Policy HS8 of the Unitary Development Plan for residential care homes. Thus short break residential accommodation of the type proposed is in principle appropriate.
- 13.3 Although the site is within the area of new housing restraint subject of the Council's Interim Planning Policy for New Housing, this policy does not apply to Use Class C2 residential and care accommodation. Whilst the development is described as a 'hotel' type facility, its use will be restricted to those young people who will require a significant amount of care.

### **REPORT AUTHOR:**

**Jeannette Royle**

Head of Facilities Management

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## **APPENDICES**

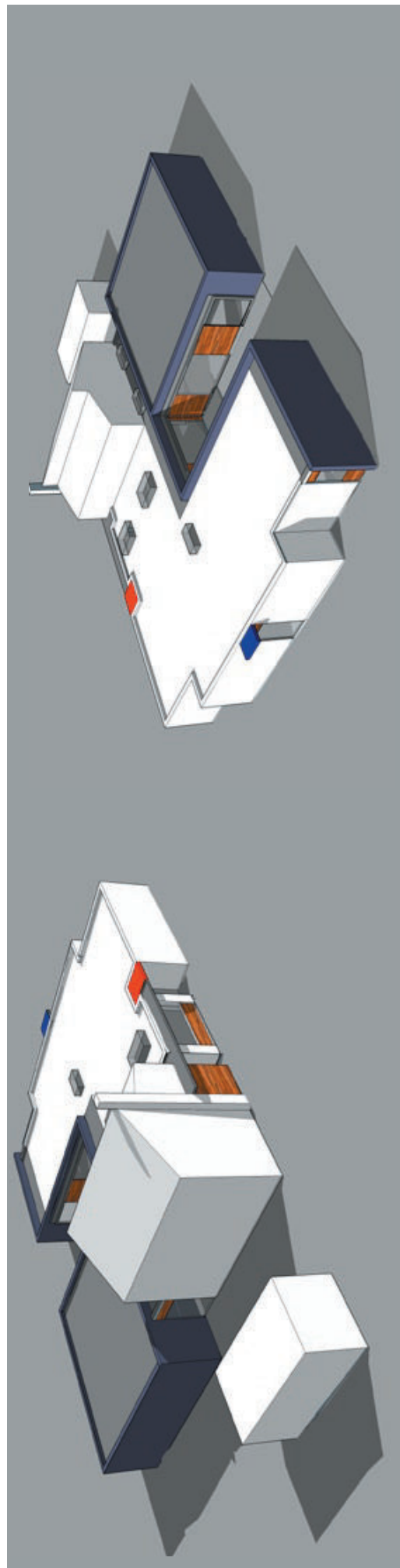
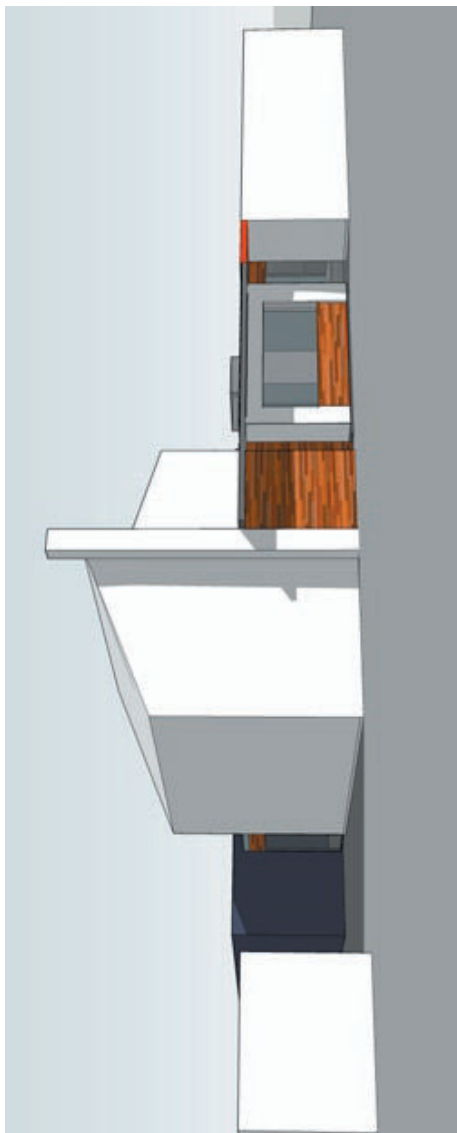
- (1) Existing plans
- (2) Proposed plans
- (3) Proposed elevation

## **REFERENCE MATERIAL**

The information used in preparation of this report was obtained in consultation within the Children & Young People's Department and specialist partners such as occupational therapists.)

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Cabinet – Provision of a Modern Short Break Service for Children with Complex Needs	22 <sup>nd</sup> July 2010
Delegated report to request to appoint external architects to design a proposed “Children’s Hotel” at Rosclare House, Noctorum.	October 2010



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NOTES:

C	04/11	LAYOUT REVISION FOLLOWING CLIENT MEETING (04/11)	AH
B	04/11	LAYOUT REVISION FOLLOWING CLIENT MEETING (04/11)	AH
A	04/11	LAYOUT REVISION FOLLOWING CLIENT MEETING (04/11)	AH
REV	DATE	NOTE	BY

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ARCHITECTS

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ROSCARE HOUSE  
CHILDRENS HOME

Proposed Floor Plan

DATE:	NOV 10	JOB No:	DWG No:	REV:
DRAWN BY:				
SCALE:	1:100			
STATUS:	PRELIMINARY			

1036-SK(0)01 - C

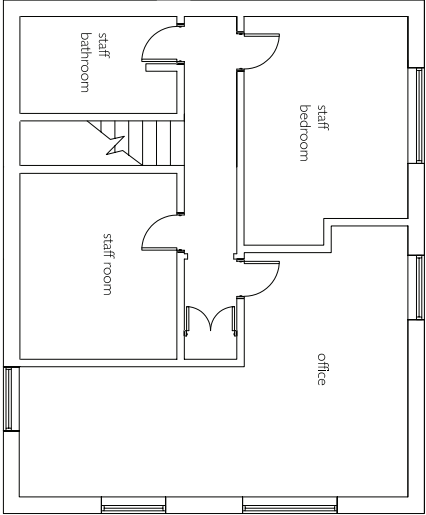
PROPOSED GROUND FLOOR PLAN  
SCALE 1:100

2

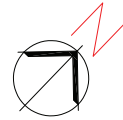
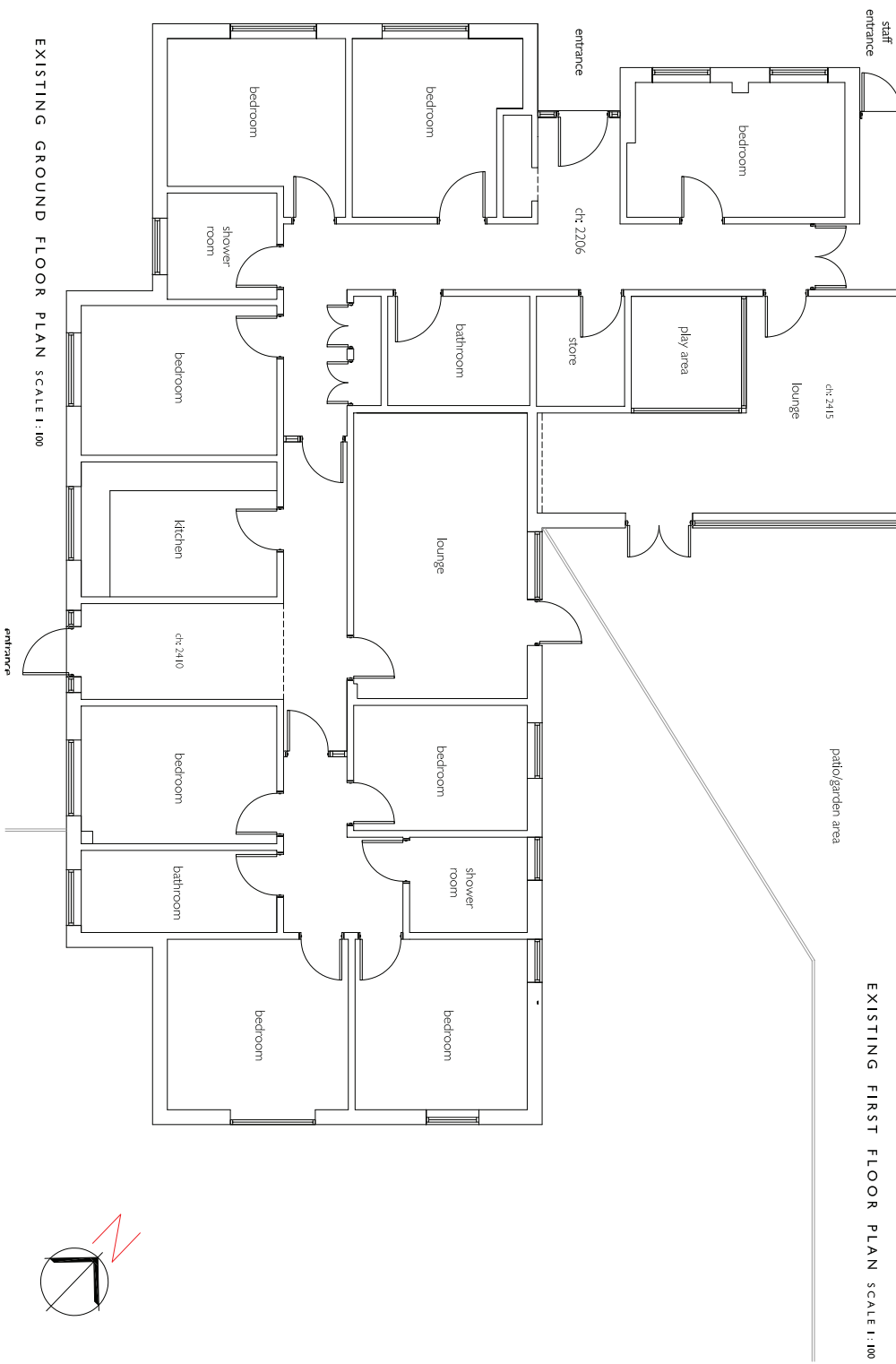
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NOTES:



EXISTING FIRST FLOOR PLAN SCALE 1:100



REV	DATE	NOTE
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ROSClare HOUSE  
CHILDRENS HOME

Existing Floor Plans

DATE: NOV 10	JOB No:	DWG No:	REV:
DRAWN: AM			
SCALE: 1/100			
STATUS: PRELIMINARY			

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## WIRRAL COUNCIL

## CABINET

3 FEBRUARY 2011

<b>SUBJECT</b>	<b>WIRRAL COUNCIL &amp; WIRRAL PARTNERSHIP HOMES – COMMUNITY FUND</b>
<b>WARD/S AFFECTED</b>	<b>ALL</b>
<b>REPORT OF</b>	<b>DIRECTOR OF FINANCE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER</b>	<b>COUNCILLOR C. BLAKELEY</b>
<b>KEY DECISION</b>	<b>YES</b>

### 1.0 EXECUTIVE SUMMARY

- 1.1 When an update report on the Community Fund was considered by Cabinet on 23 September 2010 it was agreed that consideration of any future Council bids to use the Fund would be assessed after the completion of the consultation – ‘Wirral’s future. Be a part of it.’ This report now recommends Cabinet to consider the bids to be submitted.

### 2.0 RECOMMENDATION

- 2.1 The Cabinet instructs officers to make the appropriate submissions to Wirral Partnership Homes (WPH) for funding from the Community Fund in respect of the items detailed in section 4.10.

### 3.0 REASON FOR RECOMMENDATION

- 3.1 The Community Fund is administered by WPH and can only be used for activities that comply with the Objects of WPH. The bids recommended to be submitted are seen by the Council as compliant with those Objects.

### 4.0 BACKGROUND AND KEY ISSUES

- 4.1 An update report on the arrangements for the management of the Community Fund and the schemes approved by WPH as administrators of the Fund was considered by Cabinet on 23 September 2010. Cabinet also agreed to amend the Council representation in managing the Fund and endorse the representatives to authorise, on behalf of the Council, the release of money from the Fund. At that time it was agreed that any Council bids for use of the Fund would be assessed after the completion of the consultation.

#### THE COMMUNITY FUND

- 4.2. The report of the 23 September 2010 provided a comprehensive overview of the management arrangements for the Fund which was established as a consequence of the transfer of the bulk of the Council housing stock to WPH in February 2005.

- 4.3 The Community Fund Deed sets out the framework of the purposes for which the Fund can be used and states that the Fund would be overseen by a Joint Working Group (JWG). The Fund is administered by WPH and any spend has to be agreed by the JWG with the final decision on approving the use of the Fund being by WPH.
- 4.4 The JWG comprises equal membership from the Council and WPH. The Council representatives comprise Councillor Chris Blakeley as Cabinet Member for Housing & Community Safety, Bill Norman as Director of Law, HR and Asset Management and Kevin Adderley as Interim Director of Corporate Services. The Group meets quarterly to consider the financial position, review the progress of schemes approved for assistance from the Fund and consider any new submissions for recommending to WPH for approval.
- 4.5 The balance in the Fund at 31 March 2010 was £19.5 million. After setting aside £2.5 million to cover any potential warranties and the Your Wirral Scheme, £17 million was available to support schemes (£8.5 million for Council schemes). Further receipts will arise as the improvement programme continues and VAT is reclaimed but are dependent upon the progression of the WPH works programme. In overall terms the total is likely to be between £25-30 million over a ten year period with £19.5 million of this having been received by 31 March 2010.
- 4.6 The approved schemes are subject to a grant submission to the JWG which is assessed against the purposes of the Community Fund Deed and the charitable objects of WPH (see the Appendix) with WPH receiving advice from Anthony Collins their appointed legal advisors. A recommendation is then made to the WPH Board. Those schemes approved are the subject of a formal grant agreement with progress monitored by the JWG.
- 4.7 In order to comply with banking requirements the sums released from the Community Fund to WPH and the Council require a formal bank mandate. The authorised signatories are two out of the three JWG representatives from each organisation.

#### **POSITION AS AT JANUARY 2011**

- 4.8 The Community Asset Transfer bid was approved by the WPH Board on 2 March 2010 and the Regeneration / Investment and Housing Support submissions, which are for spend to 31 March 2011, on 8 June 2010. Any unspent sums at the end of each financial year are returned to the Fund for re-distribution in accordance with the management arrangements:-

Description of activity	Time period	Total (£)
Community Asset Transfer	2009/12	4,500,000
Regeneration / Investment Team	2008/11	2,561,000
Housing Support Services	2008/11	1,000,000
Total		8,061,000

4.9 In respect of Your Wirral £250,000 was allocated for 2010/11, and also agreed for 2011/12, to support community based projects, with a further £30,000 agreed for costs incurred in supporting and managing the scheme.

4.10 Those areas which would be compliant for the use of the Fund include:-

Housing Support Services £400,000 per year

A continuation of the existing approval to fund services which complement the statutory functions of the Council. The funding enables these services to be extended to prevent homelessness regardless of people's status or property tenure which complements the statutory work of the Council. The funding will also enable adaptations to be progressed more quickly for the benefit of those people who need them to remain in their own homes.

Housing Standards £600,000 per year

A new submission to assist with improving housing and the use of empty property across the borough with the emphasis on those areas within the NewHeartlands regeneration area for which specific Government grant support has now ended. This will support the development of vacant sites to provide new homes, actions to limit the number of empty properties and the ability to respond to issues of unfitness.

Community Safety £500,000 per year

A new submission covering services to victims of domestic violence, including intervention / support, for those classed as being at a medium risk of further violence. A Wirral-wide service that is supported by the analysis provided to a range of partner agencies and which is focussed on the more disadvantaged communities where there are disproportionately higher levels of domestic violence.

4.11 The next meeting of the Joint Working Group will review the progress made to date, discuss the current position of both organisations and agree to the bids to be referred to WPH for approval, which will then be subject to review by the WPH legal advisors.

## **5.0 RELEVANT RISKS**

5.1 The Fund is available to meet services which comply with the Objects of WPH. These submissions provide the opportunity for the Council to access the Fund and will be subject to review by the WPH legal advisors as to compliance. The Fund is a time-limited resource and so if services are to continue into the future then consideration will have to be given to building the costs into the Council budget.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 If funding is not provided from the Fund the Council would have to either identify additional resources or cease providing the services concerned.

## **7.0 CONSULTATION**

- 7.1 The services provided by the Departments of Corporate Services and Law, HR & Asset Management involve consultation with partners and users but are not directly related to this report.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The Departments of Corporate Services and Law, HR & Asset Management work with the sector in delivering services but there are no direct opportunities from this report.

## **9.0 RESOURCE IMPLICATIONS**

### **FINANCIAL**

- 9.1. The Community Fund represents a finite and time-limited resource to support schemes in line with the Community Fund Deed and the charitable objects of WPH. Income is dependent upon the improvement works undertaken by WPH and, at this stage, the total is projected to be in the region £25-30 million but this will be over a longer time period than by 2012 as initially envisaged.
- 9.2 The Council has been allocated grants to date, which effectively use the Council share of the Community Fund balance at 31 March 2010, for:-

Description	Time Period	Grant £000
Community Asset Transfer	2009/12	4,500
Regeneration Investment	2008/11	2,561
Housing Support	2008/11	1,000

- 9.3 The future income to the Fund is declining and is based upon the progression of the WPH improvement programme. The likely Council share is around £1-1.5 million per year over the next four years. The suggested submissions from the Council are:-

Description	Time Period	Bid £000
Housing Support	2011/12	400
Housing Standards	2011/12	600
Community Safety	2011/12	200

### **STAFFING**

- 9.4 Staff within the departments of Corporate Services and Law, HR and Asset Management are covered by the submissions for which no funding has presently been allocated beyond 31 March 2011.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are none arising directly from this report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 The use of the Fund to develop homelessness and advice will realise benefits.

11.2 Equality Impact Assessment (EIA) is not required for this report.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 Whilst none arising directly from this report projects funded from the Fund may benefit the environment and the well being of people in Wirral.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 There are no planning implications but the Community Safety submission would enable the continuation of the Wirral wide service to victims of domestic violence.

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## **APPENDICES**

Community Fund Deed and WPH Articles of Association (extracts).

## **REFERENCE MATERIAL / SUBJECT HISTORY**

<b>Council Meeting</b>	<b>Date</b>
Cabinet – Wirral Council and Wirral Partnership Homes – Community Fund	23 September 2010

## **COMMUNITY FUND DEED**

Schedule 1 states the defined purposes for the use of the Fund.

'The following purposes to the extent only that they are within the charitable objects of the Company from time to time:

- a) The development of additional units of social housing to meet established need and/or the acquisition of owner occupied property in areas of redevelopment together with the cost of demolition to create sites for redevelopment.
- b) Securing that land is brought into effective use.
- c) Creating an attractive and safe environment.
- d) Contributing to and encouraging economic regeneration and development.
- e) Preventing crime, or the fear of crime, by secure-by-design principles.
- f) Providing employment and training for local people.
- g) Benefiting local people who have special needs due to disability or discrimination.
- h) Provision of training opportunities in the borough of Wirral including the purchase of training workshops and other suitable premises.
- i) Any other purpose as agreed by the working group that is within the charitable objects of the Company from time to time'.

## **WIRRAL PARTNERSHIP HOMES**

Extract from the Memorandum and Articles of Association on the Objects

'The objects of the Company shall be:

- 1 to provide houses or hostels and any associated amenities for persons in necessitous circumstances upon terms appropriate to their means;
- 2 to provide for aged, disabled or chronically sick persons in need thereof houses or hostels and any associated amenities specially designed or adapted to meet the disabilities and requirements of such persons;
- 3 to provide services, advice or assistance upon terms appropriate to their means to aged, disabled, or chronically sick persons in need thereof and provide any associated amenities specially designed or adapted to meet the disabilities and requirements of such persons;
- 4 to provide recreation or other leisure facilities in the interest of social welfare with the object of improving the conditions of life for the residents of the local authority areas in which the Company owns or manages housing stock;
- 5 to relieve poverty amongst residents of the local authority areas in which the Company owns or manages housing stock;
- 6 the advancement of education, training or retraining, particularly among unemployed people and providing unemployed people with work experience;
- 7 to maintain, improve or provide public amenities for the public benefit in the interests of regeneration in areas of social and economic deprivation in which the Company owns or manages housing stock.'



## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>HIGHWAY MAINTENANCE FUNDING AND STRUCTURAL MAINTENANCE PROGRAMME 2011/12</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF TECHNICAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR LESLEY RENNIE, STREETSCENE AND TRANSPORT SERVICES</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 On 13 January 2011, Cabinet approved the Local Transport Plan Capital Programme 2011/12. That Programme includes the funding for the Highway Maintenance Block, totalling £3.095 million.
- 1.2 This Report presents both the proposed breakdown of that highway maintenance funding between the Bridges, Lighting and Roads/Footway elements of the network and the proposed Highway Structural Maintenance Programme 2011/12, for approval.
- 1.3 The maintenance of highways is a statutory duty for the Council under the Highways Act 1980 (as amended).

#### 2.0 RECOMMENDATIONS

2.1 That Cabinet approve:

- (i) The proposed allocation of Local Transport Plan Capital Programme 2011/12 Maintenance Block between Street Lighting, Bridges and Roads/Footways;
- (ii) The Detailed Highway Structural Maintenance Programme for 2011/12; and
- (iii) that the Director of Technical Services; in conjunction with the Cabinet Member for Streetscene & Transport Services and Party Spokespersons; be able to make necessary adjustments to the priorities within the programme should the need arise due to financial, condition or other factors.

### **3.0 REASON/S FOR RECOMMENDATION/S**

- 3.1 The investment in the maintenance of the highway network will enable the Council to comply with its statutory duty to maintain the highway. The establishment of a prioritised programme allows both transparency that the Council is addressing those highway elements in greatest need of maintenance and proper management of the allocated finances, and to permit co-ordination of roadworks with the utilities' programmes of work.
- 3.2 Winter salting and freeze/thaw action has a detrimental effect on the condition of highway surfaces, allowing further degradation due to the ingress of water.

### **4.0 BACKGROUND AND KEY ISSUES**

The highway network and other transport infrastructure assets together represent by far the largest capital asset the Council holds, and the value of replacing those assets is estimated to be £1.65 billion. The highway network for which Wirral Council is responsible comprises approximately 1,185 kilometres of road.

#### **4.1 Local Transport Plan Capital Programme 2011/12**

On 13 January 2011, Cabinet approved the Local Transport Plan Capital Programme 2011/12, [minute 285 refers] which included funding for the maintenance of highways totalling £3.095 million. This allocation of maintenance funding remains subject to final ratification by the Integrated Transport Authority on 3 February 2011.

That £3.095 million allocation is intended for all highway maintenance, and an assessment of the priority needs of the bridges, street lighting, roads and footways elements of the network has been undertaken and the need for replacement of deteriorating lighting columns and a number of priority bridge maintenance and strengthening schemes are included within the overall programme. The allocation for bridges includes a commitment for the resurfacing of the Docks Link Roads; requiring approximately £342,000; as approved by Cabinet at their meeting of 9 December 2011 [minute 260(2) refers].

Accordingly, Cabinet is recommended to approve the following allocation of the maintenance block as Table 1 below.

Street Lighting	£ 200,000
Bridges	£1,395,000
Roads and Footways	£1,500,000
Total	£3,095,000

*Table 1: Allocation of the LTP Capital Programme 2011/12 Maintenance Block*

#### 4.2 Wirral Council funding for structural highway maintenance for Roads and Footways

The maintenance of highways in the borough remains a high priority for the Council. The recent *Wirral's Future – Be Part Of It* consultation resulted in a recommendation by the Living in Wirral Task Force that the Council should “Continue to undertake preventative maintenance on Wirral’s roads” which was adopted by Cabinet at its meeting on 9 December 2010 [minutes 242 and 248 refer] and approved by the Council at its meeting on 13 December 2010 [minutes 65 (iii) and 66 refer]. At its meeting of 9 December 2010, Cabinet approved an addition to the Capital Programme of £500,000 for the Reconstruction/ Resurfacing of roads on the Wirral Primary Network Routes [minute 245 (i) refers].

In addition, a further £500,000 bid for Capital funding for the reconstruction/ resurfacing of Wirral’s Residential Roads is currently under consideration. Should that bid be unsuccessful the overall proposed programme will need to be reduced accordingly.

Finally, it is proposed that a proportion of the Wirral Council Revenue Allocation for Highway Maintenance be used for the preventative maintenance for roads and footways. Based on the allocation for the 2010/11 year, it is proposed to use £560,500 for preventative maintenance on footways and £439,500 for preventative maintenance on non-principal, unclassified and residential roads.

#### 4.3 Overall summary of funding proposed for structural maintenance of Roads and Footways in 2011/12

Table 2 below summarises the proposed allocations described in Sections 4.1 and 4.2 above.

<b>Funding Source</b>	<b>£</b>
Local Transport Plan Capital Programme 2011/12 Maintenance block	1,500,000
Wirral Capital Programme – Primary Routes	500,000
Wirral Capital Programme – Residential Roads	500,000
Wirral Revenue Allocation - Footways	560,500
- Non Principal	439,500
<b>TOTAL</b>	<b>3,500,000</b>

*Table 2: Summary of proposed funding allocations for structural maintenance of roads and footways in 2011/12*

#### 4.4 Network Condition and Assessment Criteria

In order to fulfil its duty to maintain the highway, it is necessary to consider how the Council will prioritise the maintenance schemes to be undertaken and what treatment of the prioritised schemes should comprise in order to repair and prevent further deterioration of those lengths of road and footway. The following criteria are used in carrying out this analysis:

- (i) In accordance with national best practice the Council undertakes surveys of the highway network in order to determine the condition of the carriageways.
- (ii) Areas of constant repairs; mainly due to vehicle over-ride; are highlighted in the Highway Inspectors' safety inspections.
- (iii) Particular roads brought to the Council's attention, as warranting significant repair, by Area Forums, Elected Members, the public and Streetscene officers.
- (iv) Feedback from the Council's Term Maintenance Contractor regarding the suitability of different repair solutions depending on the existing road condition and use.
- (v) Road casualty information, where collisions with road surface condition as a potential causation factor, to determine whether prioritising a scheme in the programme may also address a recognised road safety concern.

In relation to Area Forums, each Forum was given the opportunity to contribute to this year's programme and submit lists of roads they considered to be local priorities for significant repair. The programme of schemes **attached at Appendix 1** denotes those schemes with an "F". Upon approval of the proposed programme, it is proposed to report back to the Area Forums on their suggested priorities and the reasons for inclusion or otherwise.

From the surveys undertaken, the existing condition of the highway network is reported nationally through a small number of National Indicators (NI). Both NI168, which measures the condition of Principal Roads and NI169, which measures the condition of the Non-Principal Roads, have shown deterioration in 2010/11 from the 2009/10 measurement of the percentage of the network requiring maintenance. For Principal Roads this has moved from 4.1% to 4.2%, and for Non-Principal Roads, from 4.2% to 4.6%. This is likely to have been exacerbated by the damage caused by the severe winter, with high levels of salt application and freeze/thaw action.

Choices relating to structural repairs to carriageway surfacing is dependent on a number of factors including cost, traffic flows and type and the condition of the underlying road and foundation. Certain routes require more expensive and durable surfacing whereas in other cases the priority, particularly on

relatively lowly trafficked routes, is to prevent further deterioration of the road surface by sealing against ingress of water, whilst restoring skid resistance.

#### **4.5 Proposed Structural Maintenance Programme for 2011/12**

The proposed Structural Maintenance Programme for 2011/12 for roads and footways is set out in the attached Appendix 1 and has been prepared taking into account the funding described in Section 4.3 above and the priorities assessed from the criteria described in Section 4.4 above; with all of the schemes in the programme being identified from the surveys as requiring maintenance intervention now.

Members should note that the list of schemes shown in the priority listing is greater than the proposed funding. This is to allow certainty of priority yet flexibility to extend/alter the proposed schemes to be delivered in the event that, for example, there are clashes with major utility activities, severe winter damage to certain roads, some scheme requirements/extent/costs are reduced, or less costly treatment is selected when the schemes are prepared in detail.

### **5.0 RELEVANT RISKS**

- 5.1 The duty to maintain the highway is achieved in part through structural maintenance of carriageways and footways, and withdrawal of funding would mean that that duty would not be met to the same degree.
- 5.2 As with most highway authorities, the network is deteriorating, and without a structural maintenance programme to address the highest priority routes, then the network will deteriorate further, the asset value will decrease and the cost of carrying much greater maintenance at a later date will be disproportionately higher.

### **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 None. The programme is based on meeting the highest priority needs within the funding available.

### **7.0 CONSULTATION**

- 7.1 The Area Forums, as described in Section 4.4.

### **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 None identified through this report.

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

- 9.1 Financial: Schemes identified in the programme will be funded from a variety of sources as detailed in Table 2 above.
- 9.2 Staffing: Existing staff resources will be used for the detailed investigation, design and monitoring of these schemes.

## **10.0 LEGAL IMPLICATIONS**

10.1 Section 41 of the Highways Act 1980 imposes a duty on the Council, as Highway Authority, to maintain highways at the public expense.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are none identified in the Report

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? No

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 The environmental impact of the proposed construction methods and processes contained within the programme are evaluated on a site by site basis.

12.2 Wherever possible the use of recycling processes is encouraged to reduce the tax burden through landfill and aggregate levies and to limit the use of non-renewable resources.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 Planning: There are no planning implications arising directly from this report.

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## **APPENDICES**

Appendix 1 – Proposed Structural Maintenance Programme 2011/12

## **REFERENCE MATERIAL**

United Kingdom Pavement Management System (UKPMS) Survey Condition Data.

National Indicators NI168 and NI169.

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Cabinet</b>	<b>13 January 2011</b>

## STRUCTURAL MAINTENANCE PROGRAMME

2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Conway Street	Hemmingford Street to Argyle Street (South side)	Birkenhead & Tranmere		40,000	Structural Carriageway	Resurface Carriageway
Canning Street	Hamilton Street to Tower Road roundabout	Birkenhead & Tranmere		100,000	Structural Carriageway	Resurface Carriageway
Meols Drive	The Kings Gap roundabout to Winnington Road	Hoylake & Meols		50,000	Structural Carriageway	Resurface Carriageway
Exmouth Street	Salisbury Street to Conway Street	Birkenhead & Tranmere		80,000	Structural Carriageway	Resurface Carriageway
Bayswater Road	Green Lane to Newport Avenue	Wallasey		70,000	Structural Carriageway	Resurface Carriageway
Chester Street	Green Lane roundabout to tunnel entrance	Birkenhead & Tranmere		45,000	Structural Carriageway	Resurface Carriageway
Woodchurch Road	Palmwood Close to Prenton Dell Road	Oxtton/Prenton		45,000	Structural Carriageway	Resurface Carriageway
Woodchurch Road	Holm Lane junction	Oxtton/Prenton		20,000	Structural Carriageway	Resurface Carriageway
Rendel Street	Tower Road to Cleveland Street	Bidston & St James/Birkenhead & Tranmere		45,000	Structural Carriageway	Resurface Carriageway
New Chester Road	M53 to Eastham Village Road	Eastham		75,000	Structural Carriageway	Resurface Carriageway
New Chester Road	Old Hall Road – Croft Avenue East (North bound)	Bromborough		80,000	Structural Carriageway	Resurface Carriageway
Gorseley Lane	Roundabout to Poulton Road	Seacombe		80,000	Structural Carriageway	Resurface Carriageway
Arrows Park Road	Woodchurch Road to Landican Road	Pensby & Thingwall		85,000	Structural Carriageway	Resurface Carriageway
Meols Drive	Winnington Road to Riversdale Road	Hoylake & Meols		100,000	Structural Carriageway	Resurface Carriageway
Woodchurch Road	Duck Pond Lane junction	Oxtton/Prenton		30,000	Structural Carriageway	Resurface Carriageway
Park Road South	Claughton Road to Francis Avenue	Claughton		25,000	Structural Carriageway	Resurface Carriageway
Fender Lane	M53 bridge to Hoylake Road	Leasowe & Moreton East		100,000	Structural Carriageway	Resurface Carriageway
Hoylake Road	Fender Lane to Gautby Road	Bidston & St James		80,000	Structural Carriageway	Resurface Carriageway
Irby Road	Kylemore Drive to Pensby Road	Pensby & Thingwall/Heswall		55,000	Structural Carriageway	Resurface Carriageway
Pensby Road	Downham Road North to Fishers Lane	Pensby & Thingwall		75,000	Structural Carriageway	Resurface Carriageway
Kings Parade	Selected	Wallasey / New Brighton		35,000	Structural Carriageway	Resurface Carriageway
Rock Ferry By Pass	North Bound Carriageway	Rock Ferry / Bromborough		50,000	Structural Carriageway	Resurface Carriageway
Belvidere Road	Britannia Road to Broadway Avenue	Wallasey		50,000	Structural Carriageway	Resurface Carriageway
Wheatland Lane	Poulton Road to St Pauls Road	Seacombe		45,000	Structural Carriageway	Resurface Carriageway
Manor Road	Liscard Village to Grosvenor Street	Liscard		20,000	Structural Carriageway	Resurface Carriageway
Claughton Road	Hemmingford Street to Europa Square	Birkenhead & Tramere		20,000	Structural Carriageway	Resurface Carriageway
Bebington Road	Boundary Road to Bebington Road bend	Bromborough		10,000	Structural Carriageway	Resurface Carriageway
Rowson Street	Seabank Road to Magazine Lane	New Brighton		40,000	Structural Carriageway	Resurface Carriageway
Old Chester Road	Kings Lane to Rock Lane West	Rock Ferry		30,000	Structural Carriageway	Resurface Carriageway
Ingestre Road/Mill Hill	Storeton Road to Talbot Road	Oxtton		45,000	Structural Carriageway	Resurface Carriageway

## STRUCTURAL MAINTENANCE PROGRAMME

2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Bedford Road	Old Chester Road to New Chester Road	Rock Ferry		60,000	Structural Carriageway	Resurface Carriageway
Whitestone Lane	Borough Road to Derby Road	Birkenhead & Tranmere		50,000	Structural Carriageway	Resurface Carriageway
Green Lane	New Chester Road approach	Birkenhead & Tranmere		10,000	Structural Carriageway	Resurface Carriageway
Old Chester Road	Holburn Square to Mersey Mount	Rock Ferry		35,000	Structural Carriageway	Resurface Carriageway
Cloughton Road	Exmouth Street to Park Road East	Birkenhead & Tranmere		60,000	Structural Carriageway	Resurface Carriageway
Pine Tree Grove/Close	All	Leasowe & Moreton East		14,000	Surface Treatment for the following schemes to be decided following consultation with Term Maintenance Contractor	
Brimstage Avenue	All	Bebington	F	9,000	"	"
Carlton Road	All	Clatterbridge		5,000	"	"
Collingwood Road	All	Clatterbridge		4,000	"	"
Newlands Road	All	Clatterbridge		4,000	"	"
Trafalgar Drive	All	Clatterbridge		15,000	"	"
Acras Road	All	Bebington		18,000	"	"
Reedville Road	All	Bebington	F	4,000	"	"
Keswick Avenue	All	Eastham		10,000	"	"
North Parade	Meols Parade to The Kings Gap	Hoylake & Meols		50,000	"	"
Fender Way	Warren Drive to Second Avenue	Bidston & St James		40,000	"	"
Vittoria Street	Park Road North to Price Street	Cloughton		50,000	"	"
Grange Road East	Argyle Street to Back Oliver Street	Birkenhead & Tranmere		5,000	"	"
Sandbrook Lane	Hoylake Road to Manor Drive	Leasowe & Moreton East		20,000	"	"
Portland Street	Wellington Road to Kings Parade	New Brighton		20,000	"	"
Holm Lane	Overton Way to Talbot Road and Davenham Avenue to Redwood Close	Oxton		50,000	"	"
Noctorum Avenue	Upton Road to Windermere Road	Cloughton		50,000	"	"
Parkvale Avenue	All	Prenton		14,000	"	"
Prentice Road	All	Rock Ferry		6,000	"	"
Landican Road	All	Pensby & Thingwall		24,000	"	"
Oxton Road	All	Birkenhead & Tranmere		66,000	"	"
Green Lane	All	Bebington		12,000	"	"
Shallmarsh Road	All	Bebington		10,000	"	"
Ferry Brow Road	All	Upton		14,000	"	"
Priory Close	All	Bebington		6,000	"	"
Carr Bridge Road	All	Upton	F	33,000	"	"
Kilburn Avenue	All	Eastham		11,000	"	"



## STRUCTURAL MAINTENANCE PROGRAMME

2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Waring Avenue	All	Prenton		5,000	"	"
Golf Links Road	All	Prenton		17,000	"	"
Kylemore Drive	All	Pensby & Thingwall		26,000	"	"
Prenton Road West	All	Prenton		26,000	"	"
Derwent Road	All	Bebington		13,000	"	"
Marion Street	All	Birkenhead & Tranmere		8,000	"	"
Oakleigh Grove	All	Bebington		6,000	"	"
Redstone Drive	All	Heswall		6,000	"	"
Dock Road South	All	Bromborough		20,000	"	"
Birchview Way	All	Claughton		4,000	"	"
Redmere Drive	All	Heswall		6,000	"	"
Mayfields South	All	Bromborough		4,000	"	"
Quarry Avenue	All	Bebington		20,000	"	"
Landican Lane	All	Pensby & Thingwall		30,000	"	"
Hertford Drive	All	New Brighton		20,000	"	"
Lower Thingwall Lane	All	Pensby & Thingwall	F	10,000	"	"
Noctorum Lane	All	Claughton		70,000	"	"
Shaw Street	All	Birkenhead & Tranmere		4,000	"	"
Grafton Street	All	Oxton		5,000	"	"
Brittania Road	All	Liscard		5,000	"	"
Barnston Road (Service Road)	All	Pensby & Thingwall		5,000	"	"
Kingsway	All	Heswall		2,000	"	"
Belmont	All	Birkenhead & Tranmere		3,000	"	"
Knutsford Road	All	Leasowe & Moreton East		7,000	"	"
Prenton Way	All	Prenton		33,000	"	"
Jocelyn Close	All	Clatterbridge		5,300	"	"
Stanton Road	Cross Lane to Teesdale	Clatterbridge		13,300	"	"
Glenburn Avenue	All	Eastham	F	8,000	"	"
Raeburn Avenue	All	Eastham		24,600	"	"
Gorsehill Road	All	Heswall		8,600	"	"
Milner Road	Boundary Lane To Whitfield Lane	Heswall		17,300	"	"
Town Meadow Lane	Kestrel Road to Bermuda Road	Moreton West & Saughall Masie		1,000	"	"

## STRUCTURAL MAINTENANCE PROGRAMME

2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Duke Street	All	New Brighton		7,300	"	"
Field Road	All	New Brighton		10,000	"	"
Wellington Road	All	New Brighton	F	33,000	"	"
Adelaide Street	All	Seacombe		4,600	"	"
Greenbank Drive	All	Pensby & Thingwall	F	10,500	"	"
Hose Side Road	All	Wallasey		23,000	"	"
Norwood Road	All	West Kirby, Greasby, Thingwall & Irby	F	6,000	"	"
Clevey Road	All	Hoylake & Meols		15,300	"	"
Oaklands Drive	All	Bebington		9,000	"	"
Richmond Road	All	Bebington		7,300	"	"
Harcourt Street	All	Bidston & St James		5,000	"	"
Vittoria Street	Beckwith Street to Park Road North	Bidston & St James		10,500	"	"
Whitford Road	All	Birkenhead & Tranmere		11,500	"	"
Noctorum Road	All	Claughton		22,000	"	"
Waterford Road	All	Claughton		20,500	"	"
Scoresby Road	All	Leasowe & Moreton East		13,000	"	"
Shackleton Road	All	Leasowe & Moreton East		22,000	"	"
Albany Road (Phase 2)	All	Rock Ferry		20,000	"	"
Highfield Road	All	Rock Ferry		18,000	"	"
Wexford Road	All	Oxton	F	19,000	"	"
Budworth Road	All	Oxton		27,000	"	"
North Road	All	Prenton		16,000	"	"
Rocky Bank Road	All	Prenton		9,500	"	"
New Hey Road	Cambridge Road to Grasswood Road	Upton	F	17,000	"	"
Rest Hill Road	All	Bebington		18,000	Surface Treatment to Carriageway	Surface Dressing
Red Hill Road	All	Bebington		17,000	Surface Treatment to Carriageway	Surface Dressing
Plymyard Avenue	All	Bromborough		40,000	Surface Treatment to Carriageway	Surface Dressing
Brimstage Lane	All	Bebington		31,000	Surface Treatment to Carriageway	Surface Dressing
Lever Causeway	All	Bebington		42,000	Surface Treatment to Carriageway	Surface Dressing
Hesketh Drive	All	Heswall		15,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.

# STRUCTURAL MAINTENANCE PROGRAMME 2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Blackheath Drive	All	Leasowe & Moreton East		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Stuart Avenue	All	Leasowe & Moreton East		15,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Devonshire Road	All	Moreton West & Saughall Massie		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Meadowbrook Road	All	Moreton West & Saughall Massie		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Duke Street	All	New Brighton		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Dalton Road	To complete	New Brighton		15,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Palatine Road	All	Seacombe		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Kenilworth Road	All	Seacombe		15,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Harrow Road	All	Wallasey		17,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Cortsway (Phase 1)	All	Greasby, Frankby & Irby		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Cleveley Road	All	Hoylake & Meols		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Bennets Lane	All	Hoylake & Meols		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Broadway	Shopping area rear of footway unadopted	Bebington		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Town Lane	Teehey Lane to Bramley Avenue	Bebington		40,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Arthur Street	Beckwith St to No. 81	Bidston & St James		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
St Anne Street	Duke Street to St Annes Place	Bidston & St James		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.

# STRUCTURAL MAINTENANCE PROGRAMME 2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Larch Road	All	Birkenhead & Tranmere		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Oxton Road (Phase 1)	Woodchurch Road to Whetstone Lane	Birkenhead & Tranmere		45,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Rydal Avenue	All	Claughton		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Farlow Road	Selected	Rock Ferry		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Old Chester Road (Dacre Hill area)	Selected	Rock Ferry		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Banbury Way	All	Oxton		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Aylesbury Avenue	All	Oxton		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Johnson Road	All	Prenton		25,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Garrick Road	All	Prenton		40,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Barnsdale Avenue (Phase 2)	To complete	Thingwall & Pensby		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Axholme Road	All	Thingwall & Pensby		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Shrewsbury Road	All	Wallasey		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Woodchurch Road	Holmlands Drive to Bowness Avenue	Oxton/Prenton		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Meols Drive	Morpeth Road to Winnington Road	Hoylake & Meols		30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
The Avenue	All	Bromborough		17,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
The Oakes	All	Bromborough		17,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.

## STRUCTURAL MAINTENANCE PROGRAMME

2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
New Hey Road	Carr Bridge Road to Grasswood Road	Upton	F	30,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Hoolle Road (to complete)	All	Upton	F	20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Concordia Avenue	All	Upton		20,000	Structural Footway	L/R & P/L kerbs as required. L/R flags as required. Construct/reconstruct flexible footway.
Kings Walk	All	West Kirby	F	300	Surface Treatment to Footway	Slurry Seal
Croome Drive (Part)	Selected	West Kirby		300	Surface Treatment to Footway	Slurry Seal
Burlingham Avenue (Part)	Selected	West Kirby	F	2,200	Surface Treatment to Footway	Slurry Seal
Covertsidge	All	West Kirby		5,600	Surface Treatment to Footway	Slurry Seal
The Spinney	All	West Kirby		900	Surface Treatment to Footway	Slurry Seal
Sandstone Drive	All	West Kirby		2,100	Surface Treatment to Footway	Slurry Seal
Brimstage Close	All	Heswall		700	Surface Treatment to Footway	Slurry Seal
Foxcover Road	All	Heswall		2,900	Surface Treatment to Footway	Slurry Seal
Kestral Road	All	Heswall		2,700	Surface Treatment to Footway	Slurry Seal
Suncroft Road	All	Heswall		1,300	Surface Treatment to Footway	Slurry Seal
Sealy Close	All	Clatterbridge		500	Surface Treatment to Footway	Slurry Seal
Lough Green	All	Clatterbridge		400	Surface Treatment to Footway	Slurry Seal
Bolde Way	All	Clatterbridge		800	Surface Treatment to Footway	Slurry Seal
Chorley Way	All	Clatterbridge		2,000	Surface Treatment to Footway	Slurry Seal
Reade Close	All	Clatterbridge		500	Surface Treatment to Footway	Slurry Seal
Oliver Way	All	Clatterbridge		1,600	Surface Treatment to Footway	Slurry Seal
Barnes Green	All	Clatterbridge		2,100	Surface Treatment to Footway	Slurry Seal
Downes Green	All	Clatterbridge		1,100	Surface Treatment to Footway	Slurry Seal
Halsall Green	All	Clatterbridge		1,400	Surface Treatment to Footway	Slurry Seal
Wolfrick Drive	All	Clatterbridge		300	Surface Treatment to Footway	Slurry Seal
Goostrey Close	All	Clatterbridge		500	Surface Treatment to Footway	Slurry Seal
Curlow Way	All	Moreton West and Saughall Massie		4,300	Surface Treatment to Footway	Slurry Seal
Tern Way	All	Moreton West and Saughall Massie		3,000	Surface Treatment to Footway	Slurry Seal
Mallard Way	All	Moreton West and Saughall Massie		2,300	Surface Treatment to Footway	Slurry Seal

# STRUCTURAL MAINTENANCE PROGRAMME 2011/2012

Road Name	Limits	Ward	Other Priorities	Estimate £s	Category	Works Description
Wastdale Drive	All	Moreton West and Saughall Massie		6,800	Surface Treatment to Footway	Slurry Seal
Bradman Road	All	Moreton West and Saughall Massie		1,500	Surface Treatment to Footway	Slurry Seal
Glasier Road	All	Moreton West and Saughall Massie		1,600	Surface Treatment to Footway	Slurry Seal
Eleanor Road	All	Moreton West and Saughall Massie		1,300	Surface Treatment to Footway	Slurry Seal
Eleanor Road	All	Claughton		28,000	Surface Treatment to Footway	Slurry Seal
Pasture Crescent	All	Leasowe & Moreton East		3,000	Surface Treatment to Footway	Slurry Seal
Tollmache Road	Upton Road to Playbrick Close to cemetery side only	Bidston & St James		3,400	Surface Treatment to Footway	Slurry Seal
Bidston Village Road	Lennox Lane to Observatory Sch ent	Bidston & St James		1,600	Surface Treatment to Footway	Slurry Seal
Old Bidston Road	Price Street to Cleveland Street	Bidston & St James		2,000	Surface Treatment to Footway	Slurry Seal
Banning Close	Even side	Bidston & St James		300	Surface Treatment to Footway	Slurry Seal
Cleveland Street	Duke Street to Old Bidston Road	Bidston & St James		800	Surface Treatment to Footway	Slurry Seal
St. Anne Street	Vittoria St to medical centre car park	Bidston & St James		300	Surface Treatment to Footway	Slurry Seal
Vittoria Street	St Anne St to Corporation Rd	Bidston & St James		1,500	Surface Treatment to Footway	Slurry Seal
School Lane	All	Bidston & St James		2,400	Surface Treatment to Footway	Slurry Seal
Deansway	All	Bidston & St James		500	Surface Treatment to Footway	Slurry Seal
Vulcan Close	All	Bidston & St James		1,600	Surface Treatment to Footway	Slurry Seal
The Ridings	All	Claughton		700	Surface Treatment to Footway	Slurry Seal
West Close	All	Claughton		1,500	Surface Treatment to Footway	Slurry Seal
West Road	North side only	Claughton		2,300	Surface Treatment to Footway	Slurry Seal
Bidston Road	Wexford Road to Ashburton Road	Oxton		10,000	Surface Treatment to Footway	Slurry Seal



## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>ANNUAL REPORT ON PARKING ENFORCEMENT</b>
<b>WARD/S AFFECTED:</b>	<b>ALL WARDS</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF TECHNICAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR LESLEY RENNIE</b>
<b>KEY DECISION?</b>	NO

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report sets out information and data on the performance of the Council's parking enforcement operations for the periods 2008/2009 & 2009/2010. Parking enforcement within Wirral is undertaken through the provisions of Part 6 of the Traffic Management 2004, enacted in March 2008 which requires local authorities to produce and publish an annual report about their parking enforcement activities.

#### 2.0 RECOMMENDATION/S

- 2.1 It is recommended that Cabinet note the contents of the report and approve the details of the report being published on the Council's website.

#### 3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 The Council is required to produce an annual report and to publish its findings to comply with the statutory guidance relating to Part 6 of the Traffic Management Act 2004.

#### 4.0 BACKGROUND AND KEY ISSUES

- 4.1 The Traffic Management Act 2004 places a statutory Network Management Duty on the Council to manage the traffic network to ensure the expeditious movement of all traffic modes
- 4.2 Part 6 of the Traffic Management Act 2004 (TMA) came into effect on 31st March 2008 and changed Decriminalised Parking Enforcement (DPE) to Civil Parking Enforcement (CPE). Part 6 of the TMA provides for a single framework in England for the civil enforcement of parking, bus lanes and some moving traffic offences. The aim of CPE is to provide for a reasonable, transparent and proportionate system of parking enforcement that is applied consistently across the country. The objective is to increase public confidence by providing a system that can be seen to be balanced and fair to the motorists whilst satisfying the Council's transport and parking policy aspirations.

4.3 The introduction of the TMA has meant a number of changes for parking enforcement services across the country. The Act has introduced a number of new contraventions to be managed through the civil enforcement process; these have included enforcement of:

- Bus Lane
- Dropped kerbs
- Double parking
- Vehicle Drive-Aways (VDAs) – drivers that leave the scene before a PCN can be issued by a CEO
- Pedestrian Crossing zigzags
- Some moving traffic contraventions e.g. failure to comply with no entry signs / failure to comply with no right/left turn signs

The effects and implementation of the TMA were considered by Cabinet on 13 March 2008 in a report Traffic Management Act 2004 - Interim Parking Strategy and this remains the current policy for parking enforcement within Wirral. From the above list only the enforcement of dropped kerbs and pedestrian crossing zigzags have been adopted in addition to the existing yellow line, loading restrictions, parking places and parking restriction enforcement. Some of the other elements such as moving traffic offences have yet to be fully introduced in statute.

4.4 Statutory Guidance issued under the Traffic Management Act requires that Councils should produce an annual report on their parking enforcement activities and that this report should contain financial, statistical and performance related data in respect of its parking operations. Reports should be made available to the public with the aim of improving the public's understanding of the Council's aims & objectives in relation to parking and their acceptance of Civil Parking Enforcement.

4.5 As well as providing the statistical information required by the Statutory Guidance this report includes a brief overview of the Parking Enforcement Service and its contributions to the Council's overall aims & objectives. The Council receives a significant number of requests for information under the Freedom of Information Act for parking related data and statistics. By including the most frequently requested statistical data in this report this information can be made more easily and freely available to the public.

4.6 This report covers the periods 1st April 2008 to 31st March 2009 and 1st April 2009 to 31st March 2010. This is to allow comparisons to be made between the results for the two years. Further information and explanations on the data is also discussed in the report. In future the report will be produced annually allowing performance and statistics to be compared year on year.

4.7 **Parking Enforcement In Wirral** - The overall aim of the Parking Enforcement Service is to provide, operate and enforce on and off street parking in accordance with Council objectives and in the interests of road safety, traffic management and crime prevention. Effective enforcement assists in delivery of the following objectives;

- Ensuring the transport system is accessible and operates as efficient as possible including public transport,
- Reducing congestion and peak hour traffic volumes by encouraging commuters to consider more environmentally friendly travel alternatives by use of appropriate parking controls along routes and at destinations,
- Reducing the volumes and severity of road traffic accidents by targeting enforcement into those areas where accidents are occurring and where measures have been introduced to reduce accidents. This includes planned programmes of enforcement, including joint agency operations, such as those undertaken outside schools across the borough and more traditional enforcement of parking controls for example to maintain visibility at junctions,
- Economic sustainability by improving the availability of existing parking space and by encouraging a turnover of use of such space, both on-street and within car parks through the use of appropriate parking controls and charges,
- Ensuring that the needs of disabled people are met in the provision of convenient parking space and ensuring these spaces are kept clear for their use,
- Ensuring that emergency vehicle, goods and service vehicles, taxi's etc are able to access and deliver their goods and services,
- Reducing the environmental impact of traffic in sensitive areas through appropriate controls, for example resident only parking schemes.

4.8 Since November 2003 the Council has been operating Decriminalised Parking Enforcement to control parking, waiting and loading restrictions across the borough. On the ground enforcement is carried out by the Council appointed enforcement contractor NSL Services Group. This contract has been recently renewed following a competitive tendering exercise to provide the service until November 2015.

4.9 Civil Enforcement Officers (CEOs) formerly parking attendants, issue Penalty Charge Notices (PCNs) to motorists who contravene parking regulations. The Council enforces waiting and loading restrictions to:

- Improve road safety
- Reduce congestion
- Support the local economy
- Improve access for emergency vehicles
- Improve access to public transport
- Reduce commuter parking in residential areas

4.10 It should be stressed that the Council does not carry out parking enforcement as a revenue raising exercise. Neither NSL Group nor individual civil enforcement officers have targets for PCNs issued and there are no payments or bonuses based on the numbers of PCNs issued.

4.11 It is a legislative requirement that all income received from penalty charge notices and on-street pay and display parking is used only to fund the provision of the parking service and that if any surplus is achieved this must be reinvested into transport and environmental related schemes in Wirral.

4.12 **School Parking** – As in many other parts of the country, parent parking outside schools is a problem and generates a high number of complaints. We are committed to enforcing parking restriction in these areas in particular school entrance zig zags but also to engaging with schools, their staff and parents in an education and awareness role. Over the past twelve months, joint patrols have taken place between CEOs and Police Community Support Officers to help tackle these issues. A rolling programme of enforcement at problem school sites is ongoing.

4.13 **CCTV Enforcement** – This mode of parking enforcement was also introduced through Part 6 of the TMA 2004. Enforcement by CCTV is restricted to locations that have proven difficult to enforce with any reasonable level of success, by conventional means. In this context success is measured by there being a reasonably high level of compliance with the restrictions in force. CCTV enforcement is also focussed on locations which have a known history of road traffic accidents, locations near to high generators of vulnerable road users (i.e. children near schools) and some busy shopping areas, which rely on roadside deliveries and are affected by persistent short duration parking. Typical locations therefore include school entrance zig-zag markings, pedestrian crossing zig-zag markings and some local and town centres shopping streets.

4.14 **PERFORMANCE INFORMATION 2008/09 AND 2009/10** - The following tables provide information about Penalty Charge Notices issued in Wirral, payments made and appeals received.

4.15 In 2008 the government introduced two rates for PCNs issued; a higher level at £70 and a lower level at £50. The level appropriate for individual PCNs is determined by the specific contravention and is set in the TMA legislation. Appendix A to the report details the appropriate PCN amounts for contraventions enforced in Wirral. All PCN amounts are reduced by 50% if the PCN is paid within 14 days of issue.

<b>Penalty Notices Issued</b>						
	<b>Total All PCNs Issued</b>		<b>Issued On-Street</b>		<b>Issued Off-Street</b>	
	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>
<b>Number of Higher level PCNs issued</b>	20335	19530	18249	17772	2106	1758
<b>Number of Lower level PCNs issued</b>	19198	15804	7168	5391	12030	10413
<b>Total Number of all PCNs issued</b>	39553	35334	25417	23163	14136	12171

4.16 It can be seen that in 2008/09 a total of 39,533 PCNs for parking contraventions were issued, this reduced to 35,334 in 2009/10. The fall in the numbers of PCNs is not unique to Wirral and reflects a trend seen across most of the country with the exception of London. The reduction is considered to be partly an effect of higher levels of compliance and partly due to the effect of current economic climate which is reducing the numbers of vehicle trips and the volume of parking within town centres. This trend is looking to continue in 2010/11.

4.17 PCNs can be paid at a number of different stages. If paid within 14 days of issue the amount is reduced by 50%. If a PCN remains unpaid despite formal reminders its amount can increase by a further 50%. Unpaid parking debts can be registered at County Court and passed to certificated bailiffs for collection.

<b>PCN Payment Volumes</b>						
	<b>Total for PCNs Issued</b>		<b>Issued On-Street</b>		<b>Issued Off-Street</b>	
	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>
<b>Number of PCNs paid at discount rate (50%)</b>	18991	17653	12394	11939	6597	5714
<b>Number of PCNs paid in full at non-discount rates</b>	3630	2821	2571	1966	1059	855

4.18 From the above it can be seen that payment is made on approx 60% of all PCN issued in the period. It is not possible to recover debts from all notices issued for a number of reasons. These include PCNs cancelled following appeal and vehicle owners being untraceable. If only closed cases are considered, ie cases still ongoing are removed from the above figures the recovery rates increases to 65% in 08/09 and 66% in 2009/10.

4.19 Cases which have not been appealed or cancelled and which the Council have been unable to recover payment may ultimately be referred to bailiffs for collection after the debt has been registered in County Court. In 2008/09 a total of 2803 cases were registered and in 2009/10 the figure was 2612 cases. The typical recovery rate for cases passed to bailiffs is 20-25% of the total debt passed over. Although this may seem low it is typical across the industry with the primary reasons for non recovery being gone away, ie the debtor is untraceable or that the debtor has no reasonable means of payment or assets that can be levied.

4.20 As can be expected the Council receive a significant volume of written appeals in relation to PCNs issued. After consideration of an appeal the Council may uphold the PCN or cancel it for a number of reasons. Some reasons are statutory and some are discretionary. Statutory reasons include errors in issuing or processing of the PCN. For discretionary cancellations the Council has a set of adopted policies and the large majority of PCNs which are cancelled following appeal fall into this group. The table below details the volumes of appeals and cancellations. Typical reasons for cancelling PCNs on discretionary grounds include:

- Motorist had a valid disabled badge but forgot to display it.
- Motorist had purchased a valid pay and display ticket but this had fallen from the windscreen.
- Motorists had a valid permit for a permit controlled area but forgot to display it.
- Vehicle has broken down and driver provides proof or evidence
- Loading or unloading of goods and driver provides proof or evidence

<b>Appeals Received</b>						
	<b>Total for PCNs Issued</b>		<b>Issued On-Street</b>		<b>Issued Off-Street</b>	
	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>
<b>Number of PCNs appealed</b>	16520	12925	9963	7466	6557	5459
<b>Number of PCNs cancelled following appeal</b>	9661	8347	5191	4498	4470	3849
<b>Number of PCNs written off (driver untraceable, systems errors etc)</b>	2054	969	1482	703	572	266

4.21 Full information about the councils Policy on representations and appeals is available on the Council website.

4.22 If a motorist remains unhappy with the Council's decision following an appeal they may make a further appeal to the Traffic Penalty Tribunal. This is an independent appeals process that is free for motorists to use. Decisions made by the tribunal adjudicators are binding on both the Council and the motorist. The following table details appeals to and decisions made by the tribunal.

<b>Adjudicator Appeals received</b>						
	<b>Total for PCNs Issued</b>		<b>Issued On-Street</b>		<b>Issued Off-Street</b>	
	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>	<b>08/09</b>	<b>09/10</b>
<b>Number of appeals to independent adjudicator</b>	76	83	64	66	12	17
<b>* Number of appeals allowed by independent adjudicator</b>	8	35	6	33	2	2
<b>* Number of appeals refused by independent adjudicator</b>	29	32	18	27	11	5
<b>* Number of appeals not contested by the Council &amp; allowed by the adjudicators</b>	17	50	11	49	6	1

\* Decisions may relate to PCNs issued in other years.

4.23 The increase in the number of tribunal appeals in 2009/10 is thought to be primarily due to the statutory legislative process for CCTV cases. PCNs issued by enforcement officers have two stages of appeal to the Council before they reach the tribunal stage. However, for CCTV cases there is only one stage of appeal before the case may be considered by the tribunal and more motorists are therefore choosing to take up this option.

4.24 Due to the nature of parking enforcement it is inevitable that some complaints will be received. In 2008/09 a total of 23 complaints were received, these were split fairly evenly between complaints about enforcement officer conduct or attitude and those about parking enforcement policy. It is pleasing to see that in 2009/10 the number of complaints had fallen to 8 and most of these were in relation to the parking enforcement policy.

4.25 Civil enforcement officers are the frontline of the service, and frequently meet and interact with the owners of vehicles whilst undertaking their duties. Unfortunately parking enforcement can be an emotive issue and this inter-action can result in conflict situations; usually in the form of verbal abuse and less frequently physical abuse. In 2008/09 there were 22 physical assaults/incidents recorded on NSL staff and in 2009/10 the number was 33 assaults/incidents. NSL Services have developed a close working relationship with Merseyside Police to ensure that when these types of incidents do occur they are dealt with promptly and appropriately. As a result of this there were 2 successful prosecution cases in 08/09 and a further 2 in 2009/10. A number of the less serious incidents were dealt with by the Police through the issue of Fixed Penalty Notices.

4.26 **FINANCIAL INFORMATION 2008/09 AND 2009/10** - The enforcement service is one element of the overall parking services function which includes management and operation of the Councils public free car parks, Pay & Display car parks and on-street parking operations. Income from penalty notices is used to fund the provision of the enforcement service. It is not possible to exactly identify the

precise expenditure on some elements of enforcement as many back office tasks are undertaken by staff whose duties include other roles within parking services not directly related to enforcement. Any differences between income and expenditure are accommodated within the overall parking budget. The following table shows enforcement income and expenditure for the above periods.

<b>Financial Information</b>	<b>2008 – 09</b>	<b>2009 – 10</b>
<b>Item</b>	<b>£</b>	<b>£</b>
<b>Income</b> - Penalty Charge Notice	939,000	868,000
<b>Expenditure</b> - Enforcement Contractor (NSL Group) costs, back office staffing and overheads, IT/Court fees/Adjudicator Fees	<b>987,000</b>	<b>860,000</b>
Net Surplus or Deficit (negative)	<b>-48,000</b>	8,000

4.27 From the above it can be seen that the provision of the service is essentially self financing through PCN revenue received with little if any excess income. This accords with the statutory guidance offered by The Secretary of State, which states that Civil Parking Enforcement should not be viewed as a way of raising revenue.

4.28 The biggest expenditure within parking enforcement is the contract for provision of parking enforcement services. Wirral has recently commenced a new five year contract with NSL Services Group for this service. Under the new contract the deployment of Civil Enforcement Officers was reviewed to ensure we continue to deliver an efficient, effective and economical service. Through ongoing appraisals of the levels of compliance, enforcement level and frequencies can be adjusted to achieve compliance at the most economic cost.

4.29 Wirral's aim is to increase compliance with parking restrictions through clear, well designed, legal and enforceable parking controls that will also provide a means by which we can effectively deliver wider transport strategies and objectives.

## **5.0 RELEVANT RISKS**

5.1 Failure to produce or publish the report could impact on the reputation of the Council as it may be perceived that the Council has something to hide. It would also be contrary to the statutory guidance issued by the Secretary of State not to produce this information. In fact much of the information in the report has already been released through freedom of information requests and this report will provide a standard format to release this type of information for similar requests in the future.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 None available.



## **7.0 CONSULTATION**

7.1 None, this report is a statistical analysis of the parking operation for the periods stated.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

8.1 There are no implications under this heading.

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

9.1 The report is for noting, there are no specific implications under this heading.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are no implications under this heading.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 There are no specific implications under this heading, however, effective parking control can assist vulnerable road users such as blue badge holders.

11.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes/No

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 There are no specific implications under this heading, however, effective control of parking can have an impact in reducing the effects of transport on the environment.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 There are no implications under this heading.

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## **APPENDICES**

APPENDIX A – Contravention Codes and Penalty Charge Rates (appended)

## **REFERENCE MATERIAL**

Statistical information contained within this report has been obtained from the Sidem Debt Management system used by the Council to manage and administer parking enforcement cases. Information can be obtained by contacting the Parking Services Team.

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Cabinet report Traffic Management Act 2004 - Interim Parking Strategy	13 March 2008

New codes and changed periods shown highlighted in bold text

Code	Description	Current Observation Period	Penalty Charge Rate
<b>ON STREET</b>			
1	Parked in a restricted street during prescribed hours	3 minutes	£70
2	Parked or loading/unloading in a restricted street where waiting and loading/unloading restrictions are in force	instant	£70
5	Parked after the expiry of paid for time	5 mins (instant if more than 5 mins expired)	£50
6	Parked without clearly displaying a valid pay & display ticket or voucher	5 minutes	£50
7	Parked with payment made to extend the stay beyond initial time	instant	£50
12	Parked in a residents' or shared use parking place or zone without clearly displaying either a permit or voucher or pay and display ticket issued for that place	5 minutes	£70
16	Parked in a permit space without displaying a valid permit	5 minutes	£70
19	Parked in a residents' or shared use parking place or zone displaying an invalid permit, an invalid voucher or an invalid pay and display ticket	instant	£50
20	Parked in a loading gap marked by a yellow line	5 minutes	£70
21	Parked in a suspended bay/space or part of bay/space	instant	£70
22	Re-parked in the same parking place or zone within specified no return period	instant	£50
23	Parked in a parking place or area not designated for that class of vehicle	5 minutes	£70
24	Not parked correctly within the markings of the bay or space	instant	£50
25	Parked in a loading place during restricted hours without loading	5 minutes	£70
26	Parked more than 50 cm from the edge of the carriageway and not within a designated parking place	instant	£70
27	Parked adjacent to a dropped footway	instant	£70
30	Parked for longer than permitted	15 minutes	£50
40	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	instant	£70
42	Parked in a parking place designated for police vehicles	instant	£70
45	Parked on a taxi rank	instant	£70
46	Stopped where prohibited (urban clearway)	instant	£70
47	Stopped on a restricted bus stop/stand	instant	£70
48	Stopped in a restricted area outside a school	instant	£70
61	A heavy commercial vehicle wholly or partly parked on a footway, verge or land between two carriageways	5 minutes	£70
62	Parked with one or more wheels on or over a footpath or any part of a road other than a carriageway	instant	£70
99	Stopped on a pedestrian crossing or crossing area marked by zig-zags	instant	£70
<b>OFF STREET</b>			
70	Parked in a loading area during restricted hours without reasonable excuse	instant	£70
73	Parked without payment of the parking charge	instant	£50
74	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	instant	£70
80	Parked for longer than the maximum period permitted	15 minutes	£50
81	Parked in a restricted area in a car park	instant	£70
82	Parked after the expiry of paid for time	5 mins (instant if more than 5 mins expired)	£50
83	Parked in a car park without clearly displaying a valid pay and display ticket or voucher or parking clock	5 minutes	£50
85	Parked in a permit bay without clearly displaying a valid permit	instant	£70
86	Parked beyond the bay markings	instant	£50
87	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	instant	£70
89	Vehicle parked exceeds maximum weight or height or length permitted in the area	instant	£70
90	Re-parked within time limit for no return period	instant	£50
91	Parked in a car park or area not designated for that class of vehicle	instant	£70
92	Parked causing an obstruction	instant	£70
95	Parked in a parking place for a purpose other than the designated purpose for the parking place	instant	£50

Instant - indicates that a nil observation period applies and a penalty notice will be issued instantly.

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## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>HIGHWAY AND ENGINEERING SERVICES CONTRACT – PROGRESS REPORT AND GATEWAY 5 REVIEW</b>
<b>WARD/S AFFECTED:</b>	<b>ALL WARDS</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF TECHNICAL SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR LESLIE RENNIE</b>
<b>KEY DECISION?</b>	<b>NO</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this Report is to inform Cabinet of the progress of the current Highway and Engineering Services Contract, now well into its second year of operation, and of the results of the Gateway Review 5 (Benefits Evaluation) undertaken by officers from the Local Partnerships (formerly 4Ps).
- 1.2 The Gateway Review 5 was conducted because it provides external assurance to the Council as to whether the anticipated benefits are being delivered and that the ongoing contractual arrangements meet the needs of the service.
- 1.3 This Report has been prepared in accordance with the Cabinet Resolution of 16 October 2008.

#### 2.0 RECOMMENDATION/S

- 2.1 That Cabinet notes the progress made on delivering highway and engineering services through the contract arrangements.
- 2.2 That Cabinet accepts the assurances provided by the external Gateway Review 5, and notes progress made in achieving the recommendations of that review.
- 2.3 That Cabinet receives a future progress report at the end of the third year of the contract's operation; no later than June 2012.

#### 3.0 REASON/S FOR RECOMMENDATION/S

- 3.1 With regard to the recommendation in 2.3 above, it is considered important that Cabinet are able to review progress in the delivery of this critical service area through the contracted arrangements.

## **4.0 BACKGROUND AND KEY ISSUES**

### **4.1 Contract Overview**

On the 16<sup>th</sup> October 2008, Cabinet formally awarded the Highway and Engineering Services Contract to Colas Limited; following an extensive procurement exercise. The contract term is for 5 years plus 3 individually awarded annual extensions and the contract has a value of approximately £8 million per annum.

Most highway maintenance activities are included within the Contract and comprise: reactive and planned maintenance for carriageways and footways; street lighting; drainage, coastal and bridge works; traffic signs and road markings; winter maintenance and painting programmes.

### **4.2 Partnership Management and Governance**

A robust and clearly defined approach to partnership management and governance is an important aspect of the Highway and Engineering Services contract and is delivering significant benefits including structured day-to-day management, strong communications between the parties, robust risk management arrangements, proper escalation of unresolved issues and continuous improvement of the delivery of services.

### **4.3 Partnership Development**

From the outset, both parties have sought to work closely together to improve services and resolve issues; through a partnering agreement. Quarterly Partnering Board meetings are held; led by the Director of Technical Services and his opposite number within Colas; bringing together reports from managers on delivery, innovation and performance and risk management. Below this lie regular liaison meetings and innovation sub-groups. These sub-groups have subsequently become the springboard for innovation and continuous improvements. They are described, with their key achievements to date, in the **attached Appendix 1**.

### **4.4 Gateway Review 5**

A Gateway Review 5 was carried out on 22 – 24 June 2010 by the external Local Partnerships (formerly 4Ps). The review considered the operational arrangements in place and looked to establish the extent to which the qualitative and quantitative benefits that were identified during the procurement exercise have been brought to fruition.

The review highlighted a range of good practice and innovation that had taken place, together with the operational achievements of the service. The review team further noted the identification and tracking of benefits “to be highly systemised and exemplary”.

The review team found that despite the challenges of introducing a contract of this scale that the contract was now running much more smoothly, and is delivering value for money and improving levels of both technical quality and customer care. The team found that the Council have achieved the benefits expected from the new contract, at the time of the review, including significant cost reduction. However they recognised that there remain significant risks associated with the contract which remained to be resolved to secure the realisation of future planned benefits.

Accordingly, the reviewers made a number of recommendations which, together with a commentary on progress in acting on those recommendations, is **attached as Appendix 2** to this Report.

#### **4.5 Operational Overview**

The first year of the contract (April 2009 to March 2010) required a certain amount of “bedding in” with both client and contractor making adjustments and accommodation to their ways of working. Further improvements since (through the Innovation sub-groups described at paragraph 4.3) have brought about jointly developed protocols for working arrangements; notably for works ordering and programming, together with a jointly funded resource for managing the complex works programme and for issuing of statutory streetworks notices for maintenance operations.

The success of the arrangements can be seen through the scale of the works completed during the first whole year of the contact (April 2009 to March 2010) which are detailed in **the attached Appendix 3**.

During 2010/11, the Council entered into a Tripartite Agreement with the Contractor and Scottish Power to bring about the introduction of the Contestable Service Works on the power company network; enabling greater control for the Council in completing street lighting schemes promptly. The scope of the Contract allowed for this work at the outset, and work under the new Agreement began in October 2010 and is proving successful in ensuring that the high priority of restoring lighting is achieved.

#### **4.6 Performance and Risk Management**

Regular reports on the risks and performance of aspects of the contractor and client activities are prepared by the client (risks) and contractor (performance) on a monthly basis. There are performance targets against which the contractor and client report to the quarterly Board, in order for review of risk status and accountability for performance to be addressed.

A full Performance Management Framework is in place, having been approved by the Partnering Board in July 2009. Performance against those measures considered to be crucial at the outset has largely been successfully achieved, but there has been recognition recently that a number of those measures are no longer critical and there is a need to develop more relevant indicators as the service goes forward. Hence the introduction of the seventh

innovation sub-group this year; to examine performance management more closely to meet the future needs of the service.

Customer feedback monitoring, through both the Customer Relationship Management (CRM) system and through feedback questionnaire following significant maintenance schemes have also been introduced this year. This has already led to a review of the pre-works information provided to households and businesses prior to works commencing; in order to provide better information.

#### **4.7 Benefits Realisation**

The Benefits Realisation Plan for the Contract was developed to ensure that the aims, objectives and aspirations of the procurement exercise are fully delivered, and the Plan, and progress made are attached **at Appendix 4** to the Report. The Capital, Revenue and Efficiency financial savings for 2009/10, within the Plan, have all been achieved.

#### **4.8 Future Challenges**

There is a need for both parties to improve the flow of service requests and works orders to agreed completion dates; fully utilising the CRM system.

Improving the programming and planning of works to achieve a balance of work for the contractor throughout the year and maximising the works carried out during the longer, warmer days remains to be perfected. Such improvements would also allow even better management of highways budgets and further reduce the impact of severe winter weather on delivering highway maintenance programmes.

Opportunities for greater integration of client and contractor activities; increasing customer perception of a single service provider and reducing duplication of activities; to further reduce the client staff costs; will be considered in the near future.

The Council's review of the largest contracts as part of the Strategic Change Programme will provide a focus for improvement opportunities, including the above matters, during the coming months.

#### **5.0 RELEVANT RISKS**

5.1 None identified through this Report.

#### **6.0 OTHER OPTIONS CONSIDERED**

6.1 None identified through this Report.

#### **7.0 CONSULTATION**

7.1 None required for this Report

#### **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

8.1 None identified through this Report.



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

9.1 None identified through this Report.

## **10.0 LEGAL IMPLICATIONS**

10.1 None identified through this Report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 None identified through this Report.

11.2 Equality Impact Assessment (EIA)

- |                                       |     |
|---------------------------------------|-----|
| (a) Is an EIA required?               | No  |
| (b) If 'yes', has one been completed? | N/A |

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 None identified through this Report.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 None identified through this Report.

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### **APPENDICES**

- |             |  |
|-------------|--|
| Appendix 1: | Innovation sub-groups.   |
| Appendix 2: | Gateway Review 5 – recommendations and progress.                                     |
| Appendix 3: | Works carried out during first complete year of contract (April 2009 to March 2010). |
| Appendix 4: | Benefits Realisation Plan.   |

### **REFERENCE MATERIAL**

None.

### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Sustainable Communities Overview and Scrutiny	14 September 2010
Sustainable Communities Overview and Scrutiny	21 June 2010
Cabinet	16 October 2008
Cabinet	04 September 2008

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## APPENDIX 1

Innovation Sub-Group (ISG)	Key Achievements
ISG1/2 Contract Processes	<ul style="list-style-type: none"> <li>• Improved works ordering processes</li> <li>• Shared web-based portal with access by all key personnel to programme, health and safety, meetings and agreed protocols documents.</li> <li>• Management of formal contractual and operational programmes</li> <li>• Planned Works Protocol</li> <li>• Streetworks notification</li> <li>• Shared programme management resource</li> </ul>
ISG 3 Street Lighting	<ul style="list-style-type: none"> <li>• Bulk Lamp change programme</li> <li>• Improved lamp gear</li> <li>• Tripartite Agreement for contestable works</li> </ul>
ISG 4 Integrated Asset Management and ICT	<ul style="list-style-type: none"> <li>• Development of Asset Management System specifications and standards</li> <li>• Joint evaluation of system tenders</li> </ul>
ISG5 Winter Maintenance	<p>Priorities and resources largely dictated by severe winter weather.</p> <ul style="list-style-type: none"> <li>• Rationalisation of salting routes</li> </ul>
ISG6 Standards and Materials	<ul style="list-style-type: none"> <li>• Early Contractor involvement in treatment proposals</li> <li>• Trials of new repair materials</li> </ul>
ISG 7 Performance Management	<p>A new ISG from September 2010. Priorities include reviewing a range of outstanding commitments and reviewing existing KPIs for continued suitability and identifying new KPIs focussed on delivery and customer satisfaction.</p>

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## APPENDIX 2

### Summary of Report Recommendations and Progress made

The Review Team made the following recommendations which were prioritized using the definitions below. "Within 6 months" equates to completion before the end of December 2010.

Ref. No.	Recommendation	Critical/ Essential/ Recommended	Progress
1.	That training needs assessment be undertaken for client staff on all of the relevant IT systems. This could be undertaken in partnership with Colas so that contractor staff might benefit from joint training sessions	Essential, within 3 months	Completed - The needs assessment for client staff, and any subsequent training has been completed. Contractor training has also been completed.  Work is now underway to clear backlog of "opened" enquiries on the Customer Relationship Management (CRM) system which have actually been resolved.
2.	The Council moves to take a view on the potential Colas claim, possibly through a case conference, and certainly within circa 6 months	Essential, to be completed within 6 months	Incomplete - A number of positive meetings have been held to explore the issues which Colas have in relation to certain parts of their commercial performance on the contract. The Council have conducted a comprehensive analysis with Colas on those activities which Colas believe cause them most difficulty in meeting their costs. There are opportunities to meet Colas' aspirations in this particular respect without increasing the direct budgetary costs to

			<p>the Council, and an offer to adjust some works ordering arrangements within the existing scope of the contract has been made (without prejudice) alongside proposals to close out a number of other outstanding commercial matters which would allow both parties to concentrate on the challenges ahead, rather than looking back at historical concerns.</p> <p>At the time of reporting, Colas have acknowledged the proposals (without prejudice) but have expressed concerns regarding the commercial benefits of the package of measures, and are giving further consideration to proposals which they would see as of greater benefit.</p>
3.	<p><b>That formal succession and work force planning is practised so that a number of the new client team receive appropriate and detailed information on the Wirral infrastructure</b></p>	<p>Essential, within 3 months</p>	<p>Completed - All new highways inspectors are now familiar with their Wards and the issues relating to them; supported by the Streetscene Managers. The Service Manager has visited all Wards with the Streetscene Managers; exploring local issues and network condition and standards with local Inspectors.</p>
4.	<p><b>That the Council ensures that Colas continues to supply accurate street work notices in discharge of its contractual obligation</b></p>	<p>Essential on an ongoing basis</p>	<p>Completed - The new Planned Maintenance Protocol has been jointly prepared, agreed and issued for use on all planned works. Street Works Notices are being issued at designated stages by the jointly owned programme officer.</p>

### **Works carried out during the first year of the Highways and Engineering Services Contract (April 2009 – March 2010)**

- 3 No. Pedestrian crossing facilities (Toucan/Puffin)
- 5 No. Cycling Strategy Schemes
- 12 No. Local Safety Schemes
- 1 No. Major safety Scheme
- 1 No. Safer Route to School Schemes
- 4 No. Pedestrian Facilities Schemes
- 11 No. Street Lighting Improvement Schemes
- 4,570 No. lighting columns were re-lamped, cleaned and electrically tested
- 8,574 No. Electrical repairs to street lighting/lit sign units
- 60,000 No. Road Gullies cleansed
- 37 No. Carriageway Surfacing Schemes (Hot Rolled Asphalt/Dense Bitumen Macadam)
- 64 No. Micro Asphalt Surface Treatment Schemes
- 101 No. Footway Slurry Seal Schemes
- 18 No. Carriageway Retread Schemes
- 11 No. Footway Reconstruction Schemes
- 37 No. Major patching location
- 34 No. Area Forum Improvements (pedestrian droppers, vehicle activated signs, refuges)
- Transfer to new depot at Prenton Way
- Delivery of Winter Service including during particularly severe weather

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Benefit No.	Description	Eight Year Value (£m)	Status (RAG)	Commentary
BR1	Continuous improvement measured through Performance Management Framework linked to Departmental performance indicators that contribute to the Corporate aims.	Qualitative	Amber	A range of indicators have proved largely successful. Recent decision to review areas for measurement as the performance focus has changed since the inception of the contract. Opportunity will be taken to link revised Performance Framework to new Corporate Plan.
BR2	Improved management of risk – savings arising from effective risk management.	1.16	Green	Regular, 'macro/micro' risk management review within the contract governance is maintaining a strong focus on acting on high risks. The contract risks are well managed through a contractual requirement to issue, and then promptly resolve, Early Warning notices between the parties. The current Local Government funding shortfalls generate the greatest risks in delivering the benefits required.
BR3	Capital savings	2.64	Green	Achieved for 2010/11, and remaining on track.
BR4	Revenue savings	1.76	Green	Achieved for 2010/11, and remaining on track
BR5	1.5% Gershon efficiency savings	0.96	Green	The Contract is subject to an index-based formula (in accordance with Baxter Indices) to calculate the annual inflation to be applied within the contract, rather than the Retail Price Index, particularly due to the emphasis on work involving bituminous materials; prices for which are linked to oil prices. This efficiency saving helps to offset those increases. Achieved for 2010/11, and remaining on track.
				The Contract will feature in the Contract Review underway within the Strategic Change Programme.
BR6	Income generation and cost saving through the potential disposal of depots.	0.93	Green	Colas moved into their new Depot on Prenton Way early in 2010/11, thereby releasing the Council depot which is presently leased to Wirral Partnership Homes.
BR7	Cost Saving through client staff reduction	0.36	Green	Significant savings secured in 2009/10. The impacts of the 2010/11 EVR/Severance arrangements has further reduced the client staff numbers.
BR8	Additional savings from ICT rationalisation and the introduction of a single integrated asset management facility.	0.25	Amber	A procurement exercise in 2010/11 has demonstrated that the cost of procuring a single integrated asset management system is not presently offering good value for money. A review of of this change project is underway with a view to greater utilisation and upgrade of existing systems with improved processes.



## WIRRAL COUNCIL

### CABINET

3 FEBRUARY 2011

<b>SUBJECT:</b>	<b>COMMUNITY ASSET TRANSFER – GREASBY COMMUNITY CENTRE</b>
<b>WARD/S AFFECTED:</b>	<b><i>GREASBY, FRANKBY, IRBY</i></b>
<b>REPORT OF:</b>	<b><i>DIRECTOR OF LAW, HR AND ASSET MANAGEMENT</i></b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b><i>COUNCILLOR HOLBROOK</i></b>
<b>KEY DECISION?</b>	<b><i>NO</i></b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 This report seeks approval for a transfer by lease of Greasby Community Centre, Greasby, in accordance with the Council's Community Asset Transfer Policy.
- 1.2 The transfer will promote a number of the Council's Corporate Policies including: Increase enterprise and promote greater independence and choice.
- 1.3 There will be a small saving in the Council's budget as a consequence of this transfer.
- 1.4 The transfer is not a Statutory duty.

#### 2.0 RECOMMENDATIONS

- 2.1 That a transfer by lease of the Greasby Community Centre be approved and the Director of Law, HR and Asset Management be authorised to complete the necessary legal documentation, on the terms set out in this report.
- 2.2 That the repair works, including the works to separate the two halls, and the transitional costs for the first two years of the business plan, be funded from the Community Fund.

#### 3.0 REASON FOR RECOMMENDATIONS

- 3.1 Transfer of this building to its Joint Management Committee has previously been approved in principle by Cabinet, subject to detailed evaluation of its proposals.
- 3.2 The proposals for transfer submitted by the Greasby Community Centre Joint Management Committee are considered to show viability and sustainability following initial revenue support from the Council.
- 3.3 Greasby Community Centre is operated by a dedicated team of volunteers who take a very active role in the running of the centre, without direct staffing or

significant revenue from the Council. Consequently the financial savings to the Council as a result of a transfer in terms of annual running costs are low. Without this level of support from the team of volunteers, the running costs for the centre, whilst under Council control, would have been significantly higher. Additionally, following transfer, the Council will no longer have the responsibility for future repairs.

- 3.4 Whilst annual savings to be achieved by the transfer are low in pure financial terms, transfer will secure the viability and sustainability of this facility by a local group which has clear ambitions to develop the community benefits. A transfer is therefore recommended.

#### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 Cabinet, at its meeting on 15th January 2009, identified a number of facilities, including Greasby Community Centre, that should be transferred to community management, where the community expressed an interest.
- 4.2 Cabinet, at its meeting on 19th March 2009, approved the Community Asset Transfer policy. The policy sets out the mechanism to pass over the ownership and control of assets to community based groups and explains in detail the key principles and basis for transfer. The minute also resolved that Community Centres first be offered to the established and viable Joint Management Committees.

#### **4.3 GREASBY COMMUNITY CENTRE**

- 4.4 Greasby Community Centre is located in Greasby Village Centre, close to the Library, and is shown edged black on the attached plan.
- 4.5 The Centre is a purpose-built single storey community centre, and has been operated by the community for the last 25 years. The Joint Management Committee (JMC) has developed a range of services at the centre including:

Horticultural Society  
Exercise Group  
Ballet / Tap / Disco  
Weight Watchers  
Over 60s  
Karate  
Line Dancing  
Sport Project  
Rock Project  
Greasby Outdoor Activities & Leisure  
Youth Service  
Private Hire – for functions, i.e. children's parties, birthdays etc.

## **4.6 TRANSFER PROPOSAL**

- 4.7 The JMC of Greasby Community Centre wish to take a transfer of the community centre building from the Council and propose to establish the Greasby Community Centre (GCC), a Company Limited by Guarantee, to secure the transfer.
- 4.8 In order to satisfy the Community Asset Transfer process, the JMC has produced a five year business plan which has been assessed and is considered to be sustainable. However, in order to achieve a sustainable position, the business plan identifies the need for support in the first two years of operation, post transfer, to cover the operating deficit for the period. The business plan then shows that the Centre would produce a small profit in Year 3, rising again in Years 4 and 5.
- 4.9 An independent property condition survey of the Centre has been undertaken and identifies a number of items requiring repair. The most significant repairs relate to the external fabric, including roof and wall cladding, gutters and roof lights. It is proposed to address these main items by over cladding the existing cladding which will support the sustainability of the centre. In addition to the repairs, the JMC has requested that alterations be undertaken to enable separate access to the two halls of the building. These include alteration to the corridor, access to the kitchen area and additional storage. These works would enable the centre to manage the letting of the two halls in more productive manner and would assist greatly in its viability.
- 4.10 The Community Asset Transfer policy advises that the Council will not normally seek payment of rent under a lease from community based groups, unless substantial commercial use of buildings generates large profits in excess of the running costs of the property. However, the Council will normally expect community based groups to be responsible for the running costs of the building, including repairs, maintenance and all insurance. In light of the business plan and the community benefits described later in this report, the main terms of the proposed lease are as follows:
- Term: 99 years
  - Rent: Peppercorn
  - Liabilities: The lessee to be responsible for all outgoing and maintenance.
  - User clause: Community Activities
- 4.11 Members will be aware of the Council's obligation to obtain the best price reasonably obtainable on the disposal of its land and property. However, under the General Consent, the Council does have the power to restrict the value of land by imposing restrictions as to its use on the grounds that to do so is in the interest of the economic and / or environmental and / or social well being of the inhabitants of the Borough and provided also that any such restriction in value does not exceed two million pounds, per transaction.
- 4.12 **COMMUNITY BENEFITS**
- 4.13 The JMC has identified the following benefits which will arise after transfer:

The transfer:

- Will retain a locally managed facility, that will further build capacity and the empowerment of community members
- Will promote and increase the accessibility of local and mainstream services
- Will meet the needs and demands of the local community
- Will promote social inclusion
- Will improve a key community facility and services
- Will develop the capacity of local community groups and service providers to work in partnership to create an environment of positive engagement
- Will raise and meet local aspirations
- Will identify and address gaps in current service provision
- Will demonstrate best practice by providing accessible good quality services or activities that meet the needs of local people
- Will contribute to maximising the opportunity to positively change the 'neighbourhood' for the benefit of local people
- Will promote employability by creating a new post
- Will develop and maintain networks and links
- Will increase income

4.14 The members of the JMC have previously run the Greasby Community Centre for many years. It is the view of officers who have worked with the Committee that their proposals are very focused and dedicated to the local community.

## **5.0 RELEVANT RISKS**

5.1 The business plan has been assessed and, with financial support in the first two years, is considered to show viability and sustainability. However, should the centre not achieve the income needed to produce the profits predicted from year three onwards, the centre would have difficulty operating. Under these circumstances the Council's Community Asset Transfer Policy advises that the Council will normally be willing to accept a transfer back of a building, without any payment or penalty, if the community based group no longer wishes to manage the facility. In these circumstances the building would then normally be sold on the open market, unless another community based group expressed an interest in its management.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 The proposed transfer is in accordance with the resolution of Cabinet of 15 January 2009 which resolved that the facility should be transferred to community management, where the community expressed an interest. As the JMC is willing to proceed with a transfer, no other options have been considered.

## **7.0 CONSULTATION**

7.1 The Joint Management Committee has received support from the Council in developing its proposals for transfer. As part of its business planning process the JMC has consulted with users and the community.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The Joint Management Committee is a voluntary group. To satisfy the transfer process, it will form the Greasby Community Centre, a company limited by guarantee, which will employ part time staff to run the facility. The facility will however, still be reliant on voluntary support to continue to provide this community facility.

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

### **9.1 FINANCIAL IMPLICATIONS**

- 9.2 The Council will support use of Community Fund monies for a grant for the following items:

The repairs identified in the report, together with the additional works described, have an estimated cost of £42,000 (ex VAT) plus fees and contingencies.

The deficit in year one in the sum of £14,272 and the deficit in year two in the sum of £4,736 totalling £19,008 over two years.

- 9.3 The transfer of this asset on the terms described will result in revenue savings to the Council in running costs of approximately £200 per annum.
- 9.4 If the Council retained Greasby Community Centre it would have to address the Backlog maintenance estimated at £18,000 from its own resources. Future life cycle maintenance costs are estimated at £33,000 over the next 10 years, which the Council will no longer be responsible for after transfer.

### **9.5 STAFFING IMPLICATIONS**

- 9.6 The JMC currently makes its own arrangements for cleaning and janitorial services. There are therefore no staffing implications arising directly from this report.

### **9.7 ASSET IMPLICATIONS**

- 9.8 If the Council were to sell the property with vacant possession it could achieve a capital receipt. The actual amount would be determined by a marketing exercise, but would be expected to be in the region of £130,000.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 Approval of the recommendations will require the Council to prepare appropriate legal documentation to enable the transfer to proceed.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 The transfer lease will require the group to adhere to current legislation including equal opportunities.
- 11.2 Equality Impact Assessment (EIA)  
(a) Is an EIA required? Yes

(b) If 'yes', has one been completed? An assessment has been undertaken in respect of the wider Community Asset Transfer process. An assessment in respect of this transfer is currently being undertaken.

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 The works which will be funded by the Council as part of the transfer process will improve the energy efficiency of the building and reduce its carbon footprint. Post transfer, the company will need to operate the facility in a cost effective manner and will need ensure that energy bills are kept to a minimum.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1 The site is part of the Primarily Residential Area annotated on the Unitary Development Plan Proposals Map. Any future use or development at the premises requiring planning permission would be assessed for compliance Policy RE10, which contains criteria to protect local amenity.

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## **APPENDICES**

A location plan is attached identifying the building.

## **REFERENCE MATERIAL**

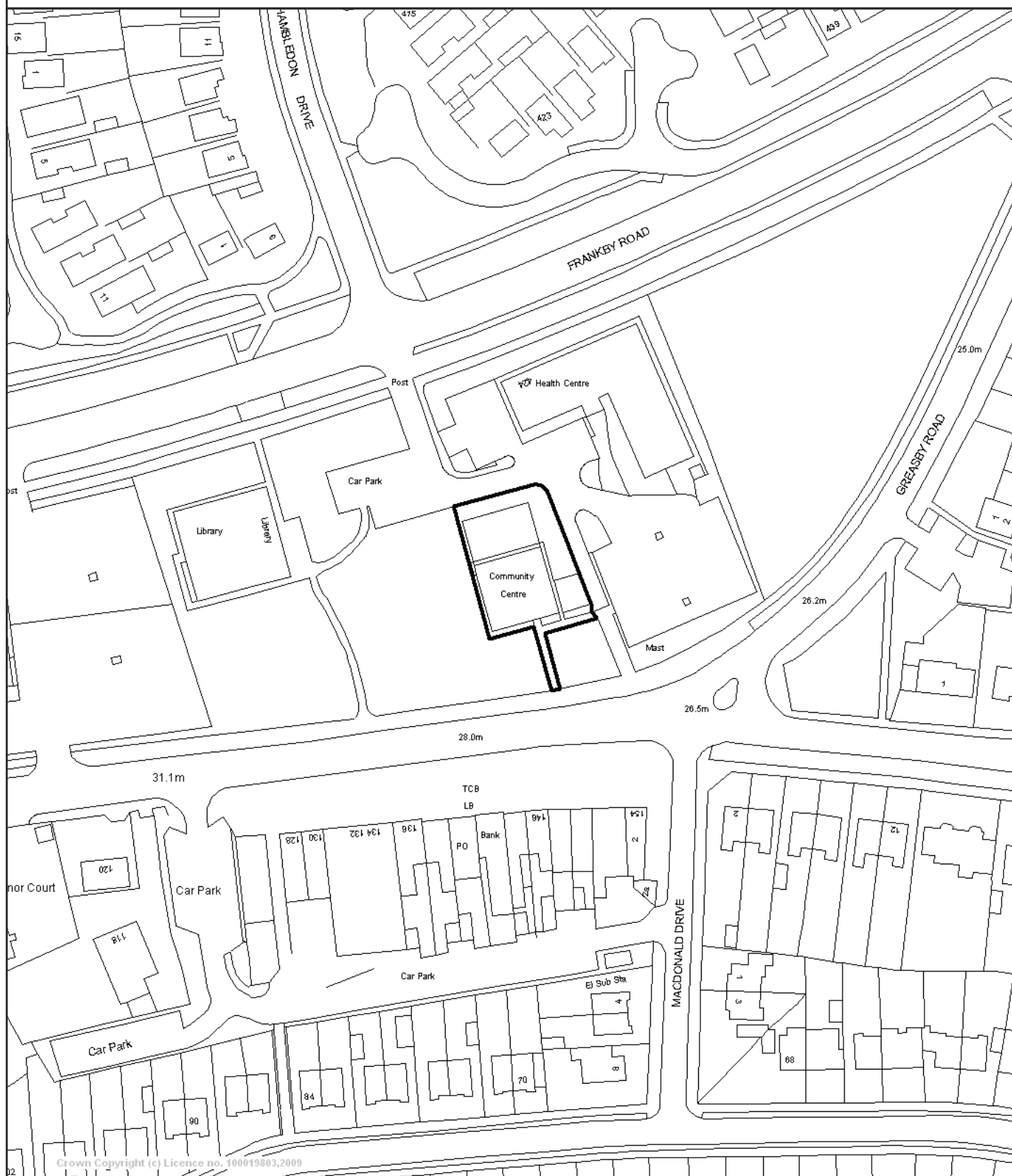
Reference has been made to the Council's Community asset Transfer Policy which can be viewed through the Council's website.

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Cabinet – Transforming Wirral	15 January 2009
Cabinet – Asset Management Update	19 March 2009



# Greasby Community Centre, Greasby



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## WIRRAL COUNCIL

### CABINET

3<sup>RD</sup> FEBRUARY 2011

<b>SUBJECT:</b>	<b>NEIGHBOURHOOD PLANNING VANGUARDS – WIRRAL PROPOSAL</b>
<b>WARD/S AFFECTED:</b>	<b>HOYLAKE AND MEOLS, PRENTON</b>
<b>REPORT OF:</b>	<b>INTERIM DIRECTOR OF CORPORATE SERVICES</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>COUNCILLOR ANDREW HODSON REGENERATION AND PLANNING STRATEGY</b>
<b>KEY DECISION?</b>	<b>YES</b>

#### 1.0 EXECUTIVE SUMMARY

- 1.1 The Government has announced a Neighbourhood Planning Vanguard as a pilot for proposals in the Localism Bill, which was introduced to Parliament in December 2010. Two community organisations in Wirral have expressed interest in preparing Neighbourhood Plans for their respective areas and the Council has been asked to endorse and assist in the bid for Vanguard status.
- 1.2 The Vanguard pilot will provide valuable experience in preparing locally-derived proposals, although at this pilot stage, any proposals must conform to existing national and local policy. The Government's objective is to promote new development and the Vanguard proposals may be judged by the Government on the extent to which they satisfy this national objective.

#### 2.0 RECOMMENDATION/S

- 2.1 That Cabinet endorses the submission of two community organisations' (Devonshire Park Residents' Association and Hoylake Village Life) proposals for the Neighbourhood Planning Vanguard, which is promoted by the Department for Communities and Local Government.
- 2.2 That Cabinet agrees to officers assisting Devonshire Park Residents' Association and Hoylake Life in determining boundaries and preparing draft Neighbourhood Plans for the two potential pilot areas of Wirral.

### **3.0 REASON FOR RECOMMENDATIONS**

- 3.1 Cabinet is asked to endorse the two proposals put forward by community organisations in Wirral to the Neighbourhood Planning Vanguard, which is being promoted by the Government to gain experience and learn lessons from locally derived planning policy proposals.

### **4.0 BACKGROUND AND KEY ISSUES**

- 4.1 The Government introduced its Localism Bill on 13<sup>th</sup> December 2010. One of the bill's key provisions is the introduction of Neighbourhood Planning, whereby local communities can have more say in the planning of their local areas.
- 4.2 As this is an entirely new provision, the Government has invited parish councils and other neighbourhood organisations to submit projects to a pilot process, the Neighbourhood Planning Vanguard which will be supported by the Government with a grant of £20,000 per pilot Neighbourhood Plan/Order proposal.
- 4.3 Wirral Council has been asked by two community organisations to support the Neighbourhood Planning pilot. The two organisations are the Devonshire Park Residents' Association (representing an area within Prenton ward) and Hoylake Village Life (representing an area within Hoylake and Meols ward).
- 4.4 As a pilot project, on an untested approach to planning local neighbourhoods, there will be a number of lessons to be learned and experience gained, should other local communities wish to become more involved in shaping their neighbourhoods.
- 4.5 Most importantly, the limits to neighbourhood planning need to be explored. The Government sees the neighbourhood planning process as a means of encouraging communities to accept the new housing development that the country needs to provide. In that sense, the Government expects neighbourhood planning to be positive, encouraging new development and not restricting it. The Department for Communities and Local Government has made clear to officers that the purpose of neighbourhood planning is to enable an increase in the amount of development delivered, so that a plan that sought to deliver less would not teach the Government much about neighbourhood planning. Lifting the burden of planning controls could also allow minor household development to be permitted, through Neighbourhood Development Orders.
- 4.6 There will be restrictions on the types of development to be implemented through Neighbourhood Plans and Neighbourhood Development Orders. Major development such as power stations, waste facilities, water, chemical or industrial development or infrastructure is excluded, as is development that would require an Environmental Impact Assessment.
- 4.7 If Members wish to support the submission of the two projects to the Neighbourhood Planning Vanguard, officers will establish the objectives of the

community organisations, agree a boundary for the neighbourhood planning area and assist the groups to develop their proposals.

## **5.0 RELEVANT RISKS**

- 5.1 The principal risk for the pilot proposals is that the bid for Neighbourhood Planning Vanguard status is rejected by the Government, due to over-subscription or that the two Wirral projects are not seen by the Government as fulfilling their objectives for the project. This may be because the promoting organisations fail to satisfy the Government's terms of reference for promoting organisations, or that the organisations' objectives are not positive enough about new development.
- 5.2 The Council's cost liability at this stage should be restricted to the cost of running a referendum on the final Neighbourhood Plan, if the pilots are taken forward. The £20,000 grant to each pilot Neighbourhood will only be payable by the Government if the pilot proposals are taken forward. If the pilots are not taken forward by the Government, then there is no liability on the Council for the £20,000.
- 5.3 The longer-term cost and resource implications of the Neighbourhood Planning proposals of the Localism Bill are not yet fully quantified. It is a function of the pilot project to establish the implications of the Government's approach.

## **6.0 OTHER OPTIONS CONSIDERED**

- 6.1 No other options have been considered, as this report sets out a response to proposals that have been called for by the Government and responded to by local community organisations, in accordance with the Government's proposals in its Neighbourhood Planning Vanguard pilot scheme.

## **7.0 CONSULTATION**

- 7.1 As indicated in 4.7 above, if Members wish to support the submission of the two projects to the Neighbourhood Planning Vanguard, officers will establish the objectives of the community organisations and assist the groups to develop their proposals. This will include facilitating consultation with local people and organisations through the appropriate Area Forums. Additional and targeted support will be provided as appropriate to ensure engagement with the widest possible number of local residents through the use of existing communications mechanisms.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 8.1 The emphasis in the Localism Bill is on Neighbourhood Planning proposals being promoted by parish councils or community organisations. Although only two community organisations have come forward with proposals at this pilot stage, it is highly likely that other local communities in Wirral will want to promote neighbourhood planning in their areas.

- 8.2 If the Neighbourhood Planning process is developed further and other areas within Wirral submit proposals, there will be issues arising from a lack of the necessary skills in some community organisations. Whilst some organisations known to the Council will have access to the skills and experience necessary to prepare complex planning documents and strategies, other organisations will not have the necessary skills within their membership, or the resources to 'buy-in' those skills.
- 8.3 Whilst the Government is offering £20,000 per pilot to fund the necessary technical work required to prepare a Neighbourhood Plan and the Government is willing to fund more proposals, there will in time be a limit to the funding available for subsequent bids. Addressing voluntary sector capacity is clearly an issue to be addressed through the pilot process.

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

- 9.1 At the pilot stage, the Government will make £20,000 available to assist each of the two local community organisations in Wirral in developing their proposals, if the pilot proposals are accepted by the Government. If the neighbourhood planning proposals remain in the Localism Bill through to its enactment, there could then be significant financial and staffing implications for the Council, integrating the new plans into the development plan system.
- 9.2 Although the Government intends that the costs of Neighbourhood Plans and Neighbourhood Development Orders will be covered by charges placed on new development arising from the plans and orders, this will only be activated if those plans lead to new development being granted planning permission. If no development is allowed by the Neighbourhood Development Plans and Orders, then no income will be delivered.
- 9.3 Even where development will come forward, the Council has the responsibility of holding a local referendum, to validate each of the Neighbourhood Plans and Orders. These costs are to be borne in advance of any income arising from charges on new development. No budgetary provision is yet made for such referenda.

## **10.0 LEGAL IMPLICATIONS**

- 10.1 The pilot proposals for Neighbourhood Development Plans and Orders must be brought forward in the context of currently adopted Council strategies. These include the Regional Strategy, Unitary Development Plan and Sustainable Community Strategy. In due course, the Unitary Development Plan will be replaced by the Local Development Framework and the Government intends to revoke all Regional Strategies through other provisions in the Localism Bill.
- 10.2 Once the Localism Bill has received the Royal Assent (expected in late 2011) and its provisions enacted, any Neighbourhood Plans and Orders will have to be prepared in accordance with Regulations arising from the Localism Act and in conformity with the Local Development Framework. These Regulations may

vary the current understanding of the powers available under the proposed Neighbourhood Plans and Orders.

## **11.0 EQUALITIES IMPLICATIONS**

- 11.1 There are no specific implications in this report for equal opportunities, including women, ethnic minorities or the elderly.
- 11.2 An Equality Impact Assessment (EIA) is not required as the proposed Neighbourhood Plans or Neighbourhood Development Orders are being prepared by external community organisations. It is a condition of the Department for Communities and Local Government that any Plan or Order will not contravene any national legislation, including the European Convention on Human Rights.

## **12.0 CARBON REDUCTION IMPLICATIONS**

- 12.1 Neighbourhood Plan proposals must be in conformity with national policy, which includes the promotion of sustainable development. As the Neighbourhood Plans have to also be in conformity with the Council's development plan (principally the emerging Local Development Framework Core Strategy), which is being prepared in a context of sustainable development, then the Neighbourhood Plans should achieve carbon reduction.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 13.1 The Council is at Regulation 25 stage with its Local Development Framework Core Strategy, analysing responses to the recent public consultation on its Preferred Options. The Core Strategy will be published in late spring 2011, prior to its being examined by a Planning Inspector in autumn 2011.
- 13.2 It is not yet clear from the Government's proposals whether or not a Neighbourhood Plan should rely upon a policy in the Council's Local Development Framework, or whether the Neighbourhood Plan can develop its own policies, which are in conformity with the Local Development Framework but not inextricably linked. The exact relationship between the Neighbourhood Plan and the Local Development Framework is an issue for consideration in the context of the Vanguard pilot. The Department for Communities and Local Government has advised officers that a Neighbourhood Development Order can permit development that is not envisaged in the Local Development Framework as long as it is in general conformity with the strategic policies in the development plan and meets the other requirements such as conformity with European Directives.
- 13.3 What is clear however is that a Neighbourhood Plan prepared in advance of the adoption of the Core Strategy or the enactment of the Localism Bill will have less status than one prepared when both the Core Strategy is the adopted development plan for the Borough and the Localism Bill is enacted. The exact status is another issue to be addressed through the pilot process.

13.4 A Neighbourhood Plan will be subject to Sustainability Appraisal and consultation with the statutory agencies: Natural England, English Heritage and the Environment Agency. Wider consultation will be required as the Neighbourhood Plan preparation advances.

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## **APPENDICES**

None

## **REFERENCE MATERIAL**

- (i) Town and Country Planning Act 1990, The Stationery Office, 1990
- (ii) The Town and Country Planning (Local Development) (England) Regulations 2004, SI No. 2204, The Stationery Office, 26<sup>th</sup> August 2004
- (iii) The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008, SI No. 1371, The Stationery Office, 19<sup>th</sup> May 2008
- (iv) The Town and Country Planning (Local Development) (England) (Amendment) Regulations 2009, SI No. 401, The Stationery Office, 25<sup>th</sup> February 2009
- (v) Neighbourhood Planning Vanguard scheme, Communities and Local Government, November 2010
- (vi) Localism Bill, UK Parliament, The Stationery Office, December 2010
- (vii) Localism Bill, Explanatory Notes, Communities and Local Government, December 2010
- (viii) Decentralisation and the Localism Bill: an essential guide, HM Government, December 2010
- (ix) Sustainable Communities Act: an invitation to inspire the Big Society, Rt Hon Greg Clark, Communities and Local Government, 15th December 2010
- (x) Planning in a Local Context, Steve Quartermain, Communities and Local Government, 15th December 2010
- (xi) The Localism Bill: Chief Planning Officer Letter, Steve Quartermain, Communities and Local Government, 15th December 2010
- (xii) Neighbourhood Planning Vanguard Community Infrastructure Levy Front Runners, Rt Hon Greg Clark, Communities and Local Government, 23<sup>rd</sup> December 2010
- (xiii) Localism Bill: Planning and Housing, Bill 126 of 2010-11, House of Commons Library Research Paper 11/03, January 2011
- (xiv) A plain English guide to the Localism Bill, Communities and Local Government, January 2011



- (xv) Supporting Communities and Neighbourhoods in Planning: Prospectus, Communities and Local Government, January 2011

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>None</b>	

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